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GOVERNOR'S BUDGET

PERFORMANCE BUDGETING PILOT PROJECT
PERFORMANCE BUDGET PRESENTATION



1997-98

Pete Wilson, Governor
State of California

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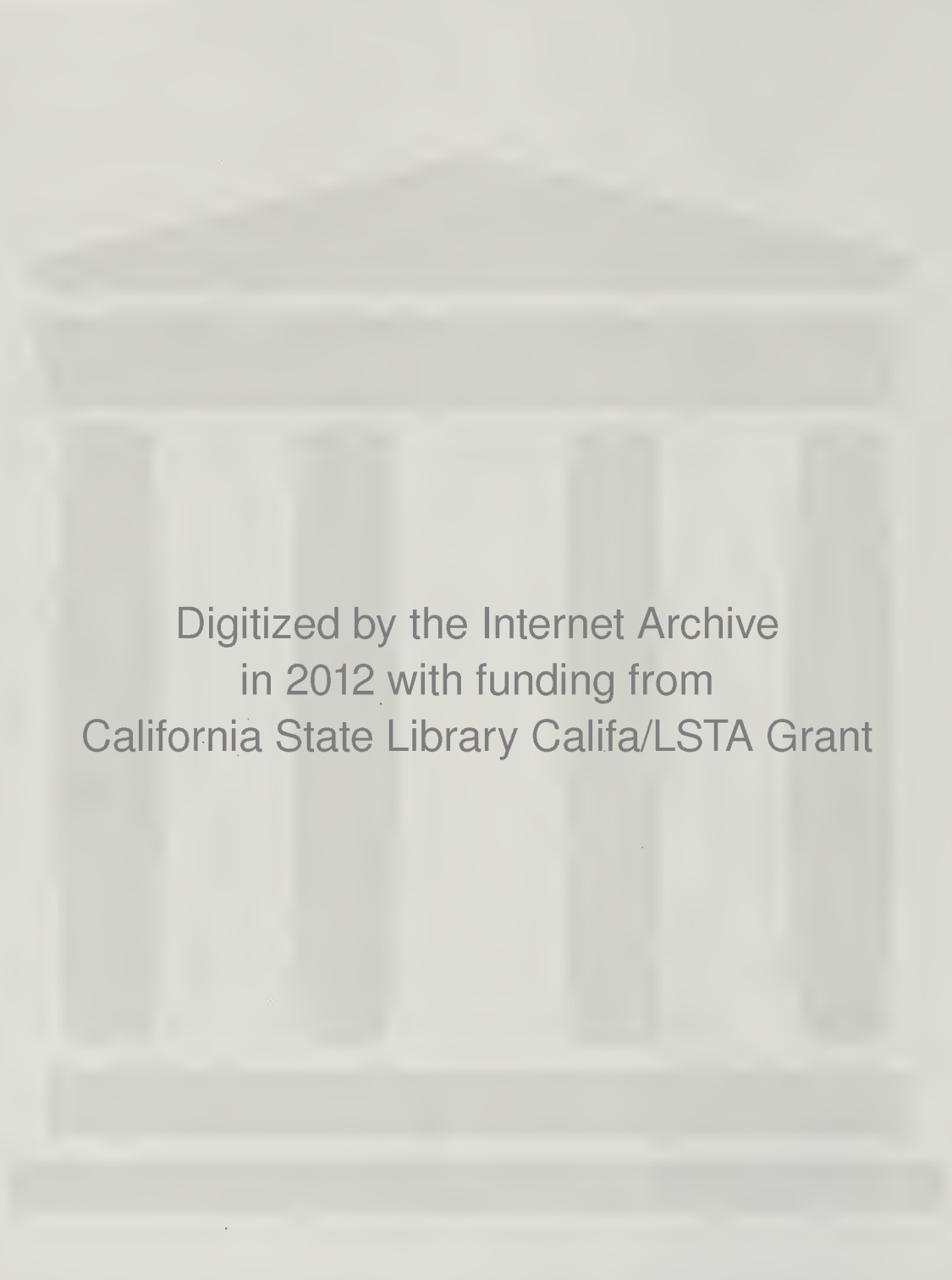
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GOVERNOR'S BUDGET

PERFORMANCE BUDGETING PILOT PROJECT
PERFORMANCE BUDGET PRESENTATION



SUBMITTED BY
PETE WILSON, GOVERNOR
STATE OF CALIFORNIA
TO THE
CALIFORNIA LEGISLATURE
1997-98 REGULAR SESSION



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DEPARTMENT OF FINANCE

OFFICE OF THE DIRECTOR
STATE CAPITOL, ROOM 1145
SACRAMENTO, CA 95814-4998



January 10, 1997

To the Senate and Assembly of the California Legislature:

I submit for your consideration the Performance Budgeting Pilot Alternative Budget Format.

The Performance Budgeting Pilot Project has developed out of cooperative efforts by the Administration and the Legislature since 1993 to develop new methods of budgeting and performance measurement, with the goal of increasing the efficiency and accountability of state programs. Ultimately, performance budgeting should result in resource allocation decisions being made on the basis of expected results and outcomes, rather than on the basis of inputs or processes.

The four departments participating in the performance budgeting pilot project (the Departments of Consumer Affairs, General Services, and Parks and Recreation, and the California Conservation Corps) have been required by the Legislature to prepare their budget displays in both the traditional and performance based versions. In the interest of clarity, the performance based versions are submitted in this document.

Each of the participating departments has developed budget formats to demonstrate how to display the relationship between resources and program results that are more informative than the traditional displays. With format and outcome measures largely developed, the pilot departments are focusing their attention on the creation of cost accounting and other information systems that will provide more of the content for these alternative budget formats. As the systems become fully developed the content of these formats will increasingly show essential linkages between expenditures and outcomes.

Sincerely,

A handwritten signature in black ink, appearing to read 'Craig L. Brown'.

CRAIG L. BROWN
Director

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1111 DEPARTMENT OF CONSUMER AFFAIRS BUREAUS, PROGRAMS AND DIVISIONS

The Department of Consumer Affairs (DCA) is the primary state agency for certifying, registering, and licensing various marketplace providers of goods and services as well as administering the state Smog Check Program. Under the authority of the director, multiple department bureaus and programs regulate various professions and services. In addition, the department serves as an umbrella organization for autonomous boards, committees, and a commission each of which regulates specified professions and services. The overall purpose of the department is promotion of a fair and competitive marketplace in which consumers are protected. This purpose is achieved by providing information and education to consumers, licensing providers, taking consumer complaints, mediating complaints, and enforcing laws and regulations.

Markets under the jurisdiction of the DCA include:

- **Auto Repair:** auto body repairs, lamp and brake installers/adjusters, tune-ups, auto transmissions, engine rebuilding, machine shop repairs, emission testing, emission control system repairs, and auto repair dealers.
- **Cemetery/Funeral:** funeral homes, funeral directors, embalmers, private cemeteries and crematoriums, endowment care funds, special care funds, pre-need funds, conservatorships, cremated remains disposers; brokers, and salespersons.
- **Certified Automobile Warranty Dispute Programs:** lemon law dispute resolution.
- **Electronic and Appliance Repair:** major home appliance repairs, home electronic repairs, home computer repairs, and service/maintenance contracts.
- **Home Furnishings and Thermal Insulation:** upholstered and reupholstered furniture, mattresses, futons, bedding, used/renovated mattresses, and home insulation products.
- **Security and Investigative Services:** private security services, training facilities (institutions), alarm companies, locksmiths, repossessioners, exposed firearm permits, and private investigators.

It is the DCA's responsibility to assess these markets to determine their general health and target improvements or deregulation, and to help ensure they do not deteriorate and that costs to regulate these markets are monitored.

The DCA developed seven mission statements that summarize its commitment to consumer protection. Each year since that time, the DCA staff have worked tirelessly to honor its commitments. The following statements summarize the DCA's mission:

- To foster and support competitiveness in a free enterprise market.
- To actively serve as the advocate for California consumers in order to vigorously represent and protect their interests.
- To educate and inform consumers to equip them to make informed decisions in the market.
- To promote high standards of competence, quality, service and ethical behavior by businesses, professions and occupations.
- To combat business practices that are fraudulent, deceptive or unlawful, or that otherwise undermine the competitive market.
- To promote effective representation of consumers in all forums where decisions affecting their interests are made.
- To promote compliance with the Smog Check Program thereby reducing vehicle emissions and improving air quality.

The primary responsibility for the condition of the market belongs to the industry and to consumers who are able to make sound decisions about products and services. The department's responsibility is to promote, encourage, and support voluntary compliance. When voluntary compliance fails, the DCA regulates to the degree necessary to protect consumers which may include registration, full licensure, education and covert to overt enforcement.

The DCA is one of the four original departments in the Performance Based Budget Pilot. Under this pilot project, it is intended that the participating departments will ultimately be evaluated and funded based on how effectively they deliver services to their customers. To do this, DCA was afforded the flexibility to manage its resources based on fluctuating program demands resulting from social, economic and market conditions.

The DCA has moved from line item budgeting to budgeting by function and is moving towards activity based costing and management. Performance Based Budgeting and ever increasing demands by program staff for timely and accurate data is the impetus behind this major restructuring of the traditional budget process.

The following budget display outlines the focus and cost for the DCA to accomplish its mission. It ties dollars and resources to market assessments and outcomes, and to ongoing responsibilities. The display distinguishes between performance outcomes (results) and performance outputs (indicators of service quality and quantity).

This budget display addresses the business functions conducted by the consolidated divisions under this Director's authority for its bureaus and programs. The autonomous boards and commissions within the department are not addressed in this display.

1. Assess Market Conditions and Establish Goals for Improvements (Strategic Planning):

This purpose is achieved by establishing reliable Market Condition Assessments (MCA) for specific market segments to evaluate the need for and appropriate type of intervention. When markets are in need of improvement, specific outcome measures or goals for improvement will be identified. After resources are directed to the outcome measure, the market is reassessed at a future date to determine whether goals for improvement have been met.

Assess (A) or Reassess (R) Market Conditions:

Select markets for study, collect and compile data to determine market conditions.

	(dollars are in thousands)		
	1995-96	1996-97	1997-98
Outputs: ¹			
Automotive Repair			
Air Bags		\$- (A)	
Body			\$- (R)
Glass		- (A)	
Transmission		- (A)	
Smog:			
Emission Control System Repair		- (A)	
Testing and Inspection	\$- (A)	- (A)	
Cemetery Industry			
Cremations		- (A)	
Funeral Industry			
Funeral Homes		- (A)	
Home Furnishings			
Futons	- (A)		- (R)
Used/Renovated Mattresses		- (A)	
Private Security Industry			
Security Alarms	- (A)		- (R)
Private Security and Security Guards		- (A)	
Private Patrol Operators		- (A)	
Exposed Firearm Permits		- (A)	
Tax Preparers	- (A)		

¹ Resources may be redirected to another market based upon fluctuating program demands resulting from social, economic and market conditions.

Goals for Improvements:

Based on the MCAs, the following types of market improvements have been targeted to maintain a fair and competitive marketplace and to protect consumers.

	Improvement			(dollars are in thousands)		
	1995-96	1996-97	1997-98	1995-96	1996-97	1997-98
Outcomes: ²						
Reduce fraud in the transmission market		- %	- %			
Activity Based Cost ³					\$(-)	\$(-)
Reduce fraud in the auto body market		- %	- %			
Activity Based Cost ³					(-)	(-)
Reduce vehicular emissions	- tons	- tons	- tons			
Activity Based Cost ³				\$(-)	(-)	(-)
Improve smog repair effectiveness utilizing			- %			
Consumer Repair and Education Workforce (CREW) and performance audits.						
Activity Based Cost ³						(-)
Reduce embezzlement of endowment care funds to insure perpetual care of cemeteries.		- %	- %			
Activity Based Cost ³					(-)	(-)
Improve compliance in the death service business.		- %	- %			
Activity Based Cost ³					(-)	(-)
Reduce fraud of endowment care funds to ensure perpetual care of cemeteries		- %	- %			
Activity Based Cost ³					(-)	(-)
Improve compliance with flammability standards in the futon market		- %	- %			
Activity Based Cost ³					(-)	(-)
Improve compliance with licensing in the Security Industry to enhance public safety ..			- %			
Activity Based Cost ³					(-)	(-)
Eliminate regulation of the tax preparer.						
Activity Based Cost ³					(-)	(-)

² Resources may be redirected to another market based upon fluctuating program demands resulting from social, economic and market conditions.

³ The Activity Based Cost dollars in this section are (subsets) of the dollars displayed in sections 2 to 5. All dollars are non-add.

2. Promote a fair and competitive marketplace:

This purpose is achieved by providing information and education to consumers, taking consumer complaints, mediating complaints, licensing providers, and enforcing laws and regulations. Prior year numbers represent actual performance. Current year and budget year numbers represent target performances for which the DCA would commit to attaining a specific percentage of those targets during that fiscal year.

	(dollars are in thousands)		
	1995-96 (Actual Performance)	1996-97 (Target Performance)	1997-98 (Target Performance)
Providing information and education to consumers and taking consumer complaints:	\$-	\$-	\$-
Outputs:			
Consumer Information Center, 1-800 Calls			
Average time for a Consumer Information Center agent to complete an action	- # seconds	- # seconds	- # seconds
Average time the caller is on hold	- # seconds	- # seconds	- # seconds
Average response to customer overall satisfaction survey of complaint intake and information dissemination process (1 poor, 5 excellent)	-	-	-
Education:			
Total number of audience members reached through outreach efforts	-	-	-
Mediating Complaints:	\$-	\$-	\$-
Outputs:			
Field Inspections:			
Average time to close a complaint	- # days	- # days	- # days
Percentage of complaints resolved to both party's satisfaction	- %	- %	- %
Average response to customer overall satisfaction survey of complaint intake and information dissemination process (1 poor, 5 excellent)	-	-	-
Telephone:			
Average time to close a complaint	- # days	- # days ⁴	- # days ⁴
Percentage of complaints resolved	- %	- %	- %
Average response to customer overall satisfaction of mediation survey (1 poor, 5 excellent)	-	-	-

⁴ Exceeds 5% improvement based on initial 1994/95 base line data.

STATE AND CONSUMER SERVICES

	(dollars are in thousands)		
	1995-96 (Actual Performance)	1996-97 (Target Performance)	1997-98 (Target Performance)
Licensing Providers:	\$-	\$-	\$-
Outputs:			
Average processing time from receipt of application to license renewal	- # days	- # days	- # days ⁵
Average processing time from receipt of new application to license issued	- # days	- # days	- # days ⁵
Average response to customer overall satisfaction of licensing survey (1 poor, 5 excellent)	-	-	-

⁵ 1997/98 third year target.

	(dollars are in thousands)		
	1995-96	1996-97	1997-98
Enforcing Laws and Regulations:	\$-	\$-	\$-
Outputs:			
Average elapsed time to close a case (investigation) with			
Security and Investigative Services cases	- # days	- # days	- # days
Enforcement actions as a ratio to cases (investigations) closed.	- %	- %	- %
Enforcement actions as a ratio to cases (investigations) closed			
without Security and Investigative Services cases	- %	- %	- %
Percent of cases upheld.	- %	- %	- %

3. Reduce Vehicular Emissions:

This purpose is achieved by implementing the Smog Check II Program.

	1995-96	1996-97	1997-98
Meet clean air targets by geographic region as specified			
in the 1994 State Implementation Plan:	\$-	\$-	\$-
Outcome:			
Reduce vehicle emissions. ⁶	- Tons	- Tons	- Tons

⁶ These costs reflect engineering, research and development, contract, and quality assurance costs. They are not all inclusive since the functional costs are included above.

High polluter vehicle program:	\$-	\$-	\$-
Output:			
Number of "high polluter vehicles" bought/repaired.	-	-	-

4. Offer cost-effective services to the boards, committees and commission, and their customers:

This purpose is achieved by offering integrated services in the areas of administration, information systems, executive, legal, legislation, public affairs, examination, and investigation.

	1995-96	1996-97	1997-98
Providing administrative, information systems, executive, legal,			
legislative, public affairs, examination, and investigation services to our			
client boards, committees, and commission	\$-	\$-	\$-
Outputs:			
Administrative Services including core administration,			
information systems, legal, legislative, public affairs,			
examination, and investigation services:			
Customer satisfaction average or better	Yes	Yes/No	Yes/No
Administration Division: Average elapsed time for single service request ⁷	- # days	- # days	- # days
Information Services Division: Average elapsed time per service request	- # days	- # days	- # days
Division of Investigation: Average elapsed time to complete an investigation.	- # days	- # days	- # days
Division of Investigation: Customer satisfaction from the			
Office of Attorney General and the offices of District Attorney		Yes/No	Yes/No

⁷ Implementing single service requests in 1996-97 and tracking performance beginning in 1997-98.

5. Internal Business Needs, Research, Development and Investments:

The DCA must plan and manage its resources to promote a fair and competitive marketplace, and to become the best consumer protection organization in the world. This is accomplished through planning, partnering with the industries, data analysis, research and development, and investments in technology and employees.

	1995-96	1996-97	1997-98
Policy development, planning and research	\$-	\$-	\$-
Laboratory testing and research (Home Furnishings and Thermal Insulation)	-	-	-
Technological advancements and investments	-	-	-
Gainsharing	-	-	-

6. BUDGET AND REVENUE SUMMARY:

	<i>(dollars are in thousands)</i>		
	1995-96	1996-97	1997-98
APPROPRIATION	\$-	\$-	\$-
ADJUSTMENTS			
Cemetery Program, Chapter 381, Statutes of 1995	-	-	-
Cemetery Program, Chapter 38, Statutes of 1996	-	-	-
Smog Check Program, Chapter 27, Statutes of 1994	-	-	-
Section 3.60	-	-	-
TOTAL EXPENDITURES (including reimbursements)	-	-	-
TOTAL RESOURCES (fund balances plus revenues)	-	-	-

1760 DEPARTMENT OF GENERAL SERVICES**VISION**

Everything the Department of General Services (DGS) does serves the mission of our customer agencies and sustains the public's respect and trust in government.

MISSION

To increase the efficiency and effectiveness of state government by providing high quality business and support services to state and public agencies consistent with state law and regulations and in a manner that results in a high degree of client satisfaction.

PRIMARY OBJECTIVE

By Fiscal Year 1998-99, the DGS will become the provider of choice for goods and services to state agencies that are best provided through a central source and DGS will divest itself of the control responsibilities currently vested in it to the extent the Governor and Legislature will allow.

STRATEGIC PLAN GOALS

- To achieve an ever increasing level of customer satisfaction
- To provide high quality products and services at competitive prices
- To achieve increased accountability for performance
- To provide leadership to initiate changes in the State's business practices and services
- To communicate effectively with stakeholders
- To use efficient and effective processes and technologies

FINANCIAL SUMMARY

NOTE: For a detailed overview of performance data related to performance objectives in each Office, please refer to the most current Performance Objectives and Measures Report available from the Department of General Services, Budget and Planning Office.

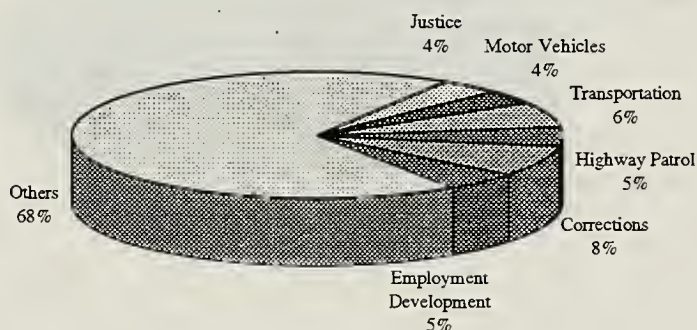
PROGRAM SUPPORT	1995-96	1996-97	1997-98	1995-96	1996-97	1997-98
Program Support.....	3,451.0	3,582.4	3,534.2	\$517,052	\$482,250	\$486,429
0001 General Fund.....				11,004	11,244	11,243
0002 Property Acquisition Law Money Account, General Fund.....				2,415	2,856	4,112
0003 Motor Vehicle Parking Facilities Moneys Account, General Fund.....				3,817	5,758	5,797
0006 Access for Handicapped Account, General Fund.....				1,410	1,813	1,833
0022 State Emergency Telephone Number Account, General Fund.....				1,025	1,035	1,036
0026 State Motor Vehicle Insurance Account, General Fund.....				17,208	21,401	21,944
0328 Public School Planning, Design and Construction Review Revolving Fund.....				8,710	10,356	10,318
0344 State School Building Lease-Purchase Fund.....				8,127	9,574	9,574
0450 Seismic Gas Valve Certification Fee Account.....				-	77	77
0465 Energy Resources Program Account.....				1,253	1,261	1,265
0602 Architecture Revolving Fund.....				20,577	21,516	18,070
0655 Education Technology Trust Fund.....				-	350	-
0666 Service Revolving Fund.....				374,957	379,518	385,774
0739 State School Building Aid Fund.....				711	-	-
0768 Earthquake Safety and Public Buildings Rehabilitation Bond Fund of 1990.....				1,054	938	833
0863 Child Care Capital Outlay Fund.....				5	-	-
0961 State School Deferred Maintenance Fund.....				113	137	137
Distributed Administration/Intrafund.....				64,666	14,416	14,416

LOCAL ASSISTANCE

0022 State Emergency Telephone Number Account, General Fund.....	\$63,731	\$64,958	\$71,774
0768 Earthquake Safety and Public Buildings Rehabilitation Bond Fund of 1990.....	7,344	25,999	-

SERVICE REVOLVING FUND COST RECOVERY PLAN

Sales.....	\$453,422	\$408,066	\$415,416
Reimbursements.....	68,728	78,761	79,750
Total Receipts.....	\$522,150	\$486,827	\$495,166
Expenses.....	520,305	482,596	484,459
Surplus/Deficit.....	\$1,850	\$4,231	\$10,707

DGS CUSTOMER PROFILE (4/95-3/96)

10 PROPERTY MANAGEMENT SERVICES

10.10 DIVISION OF THE STATE ARCHITECT

OFFICE OF CONSTRUCTION SERVICES

VISION

The vision of the Office of Construction Services (OCS) is to become the premier public works building construction organization in the United States as determined by expertise and service reputation.

MISSION

The mission of the OCS is to provide for public and state employee safety and the best interests of its clients by assuring that state buildings and related facilities are constructed in accordance with approved design and contract documents, in compliance with applicable codes and regulations, and to the highest industry quality standards.

SERVICES

The OCS provides management, quality assurance and code inspection for projects managed by the DGS and institutions constructed by the Department of Corrections.

PERFORMANCE OBJECTIVES

Maintain customer satisfaction
 Maintain or increase the proportion of projects completed without unjustified schedule overruns
 Maintain or increase the proportion of projects completed within budget

Major Budget Adjustment for 1997-98

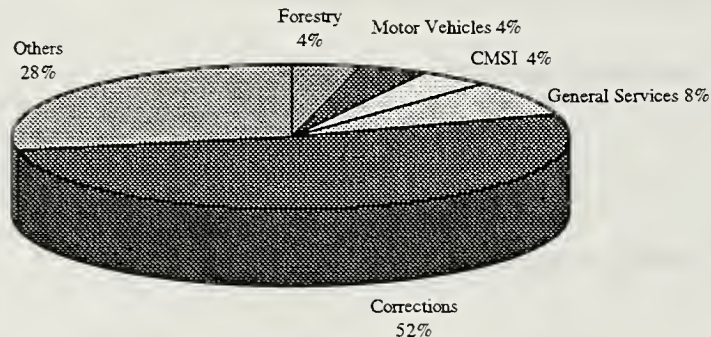
- An increase of 3.6 personnel years and \$445,000 to the Architectural Revolving Fund to continue the prison construction program at Corcoran.

PROGRAM SUPPORT		1995-96	1996-97	1997-98	1995-96	1996-97	1997-98
Program Support.....		102.5	98.9	87.1	\$9,573	\$10,285	\$7,234
(Div. of State Architect Admin).....		(4.0)	(7.0)	(6.0)	(349)	(730)	(560)
(Construction Services).....		(98.5)	-	-	(9,224)	-	-
(Construction Contracts).....		-	(6.0)	(6.1)	-	(425)	(392)
(Prison Construction).....		-	(31.1)	(4.0)	-	(3,632)	(335)
(Mainline Inspections).....		-	(54.8)	(71.0)	-	(5,498)	(5,947)
0602 Architecture Revolving Fund.....					9,309	10,095	7,044
0666 Service Revolving Fund.....					248	190	190
Distributed Administration/Intrafund.....					16	-	-

SERVICE REVOLVING FUND COST RECOVERY PLAN

Sales.....	\$16	-	-
Reimbursements.....	9,557	\$10,285	\$7,234
Total Receipts.....	\$9,573	\$10,285	\$7,234
Expenses.....	9,573	10,285	7,234
Surplus/Deficit.....	-	-	-

OCS CUSTOMER PROFILE (5/95 - 4/96)



10 PROPERTY MANAGEMENT SERVICES

10.10 DIVISION OF THE STATE ARCHITECT

OFFICE OF DESIGN SERVICES

VISION

Our vision is to be the model of architecture and engineering services for the State of California, thus fostering leadership and excellence through our commitment to continuous improvement, customer service and professional integrity.

MISSION

The mission of the Office of Design Services (ODS) is to ensure quality, cost effective and timely planning in the design and construction of facilities for client agencies.

SERVICES

The ODS is comprised of the Architecture & Engineering Services (A&E), Seismic, Toxics and External Toxics Programs. The A&E Program provides architecture, engineering and construction support services, including master planning, pre-design studies, infrastructure studies, preliminary plans, construction documents and A&E support for all construction projects. The Seismic Program segments include: 1) State Owned Buildings; 2) Local Government Buildings; 3) Earthquake Hazard Mitigation Technology, and 4) Guidelines and Standards for State, UC and CSU Buildings. The Toxics Program is made up of three disciplines - Underground Storage Tanks (UST), Polychlorinated Biphenyl (PCB) and Asbestos Abatement. Responsibilities include monitoring, replacement and/or remediation of contaminated facilities. The External Toxics Program differs from the Toxics Program in that the projects are funded through client resources. This program also offers special services regarding hazardous waste and environmental assessments of structures and property.

PERFORMANCE OBJECTIVES

Increase customer satisfaction
 Increase percentage of projects completed on-time
 Increase percentage of projects completed within design budget
 Maintain toxic program funds committed at between 90% and 100% each fiscal year

PROGRAM SUPPORT	1995-96	1996-97	1997-98	1995-96	1996-97	1997-98
Program Support.....	98.7	92.6	87.0	\$13,047	\$12,761	\$12,256
(Div. of State Architect Admin).....	(12.2)	(4.8)	(4.9)	(1,060)	(497)	(452)
(Arch & Engr Services).....	(61.1)	(56.9)	(56.8)	(5,841)	(5,734)	(5,727)
(Seismic Safety).....	(9.1)	(10.8)	(9.8)	(1,003)	(915)	(819)
(Toxics).....	(8.5)	(10.0)	(10.0)	(4,452)	(4,685)	(4,684)
(External Toxics).....	(7.8)	(10.1)	(5.5)	(691)	(930)	(574)
0001 General Fund (011).....				4,512	4,738	4,737
0450 Seismic Gas Valve Certification Fee Account.....				-	77	77
0602 Architecture Revolving Fund.....				7,207	6,564	6,164
0666 Service Revolving Fund.....				-	63	64
0768 Earthquake Safety and Public Rehabilitation Bond Fund of 1990.....				1,054	938	833
Distributed Administration/Intrafund.....				274	381	381

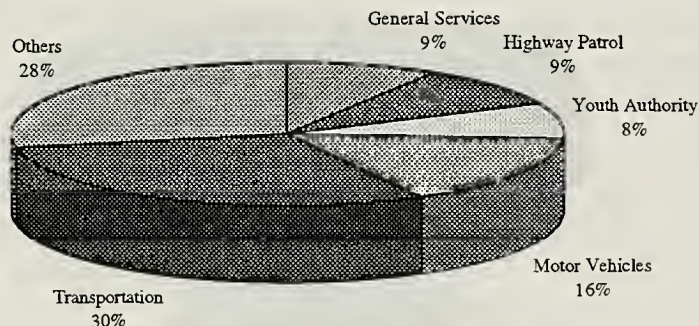
LOCAL ASSISTANCE

0768 Earthquake Safety and Public Rehabilitation Bond Fund of 1990 - Local Gov't Grants.....	7,344	25,999	-
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SERVICE REVOLVING FUND COST RECOVERY PLAN

Sales.....	\$274	\$444	\$445
Reimbursements.....	12,773	12,317	11,811
Total Receipts.....	\$13,047	\$12,761	\$12,256
Expenses.....	13,047	12,761	12,256
Surplus/Deficit.....	-	-	-

ODS CUSTOMER PROFILE (4/95-3/96)



10 PROPERTY MANAGEMENT SERVICES

10.10 DIVISION OF THE STATE ARCHITECT

OFFICE OF REGULATION SERVICES

VISION

Safe and Accessible Buildings Through Quality Regulatory Review

MISSION

The mission of the Office of Regulation Services (ORS) is to ensure that safety of construction and access for the disabled to public schools, community colleges and state buildings are provided to all clients through superior, efficient and timely design and construction review.

SERVICES

The ORS has three functions -- Structural, Fire & Life Safety Review, Access Compliance, and support to the Historical Building Code Board (HBCB). Structural, Fire & Life Safety is responsible for the review and approval of public school (K-14) construction plans. It also writes building standards related to seismic safety for public schools. Access Compliance is responsible for the review and approval of construction plans of all state funded buildings and public schools where construction is funded by any city, county, or special district, pursuant to Title 24 accessibility requirements and the Americans with Disabilities Act. Access Compliance also writes building standards related to handicapped access. The HBCB acts as a review body and adopts regulations addressing preservation of historical buildings. The ORS provides support to this board.

PERFORMANCE OBJECTIVES

Maintain or increase customer satisfaction
Decrease the backlog of projects to-be-closed
Increase the percentage of direct billable hours

Major Budget Adjustment for 1997-98

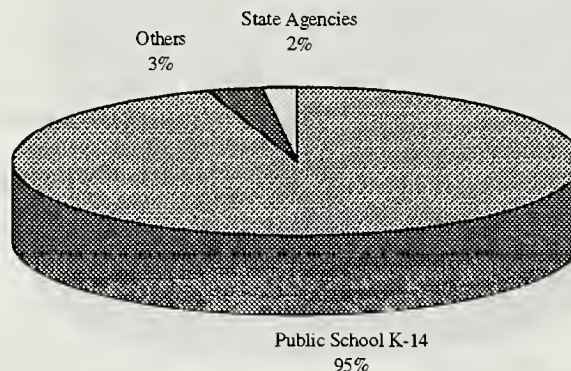
- An increase of 4.3 personnel years and \$356,000 to the Access to Handicapped Account to meet increased plan-check workload.

PROGRAM SUPPORT	1995-96	1996-97	1997-98	1995-96	1996-97	1997-98
Program Support.....	20.9	23.0	23.5	\$10,825	\$12,757	\$12,754
(Div. of State Architect Admin).....	(8.0)	(6.1)	(7.0)	(695)	(632)	(648)
(Structural, Fire & Life Safety Rev)...	-	-	-	(8,710)	(10,356)	(10,318)
(Access Compliance).....	(11.9)	(16.0)	(15.6)	(1,330)	(1,725)	(1,744)
(Historical Building Code Board).....	(1.0)	(0.9)	(0.9)	(90)	(44)	(44)
0001 General Fund.....				48	48	48
0006 Access for Handicapped Account, General Fund.....				1,410	1,813	1,833
0328 Public School Planning, Design, and Construction Review Revolving Fund.....				8,710	10,356	10,318
0602 Architecture Revolving Fund.....				49	-	-
0666 Service Revolving Fund.....				608	540	555

SERVICE REVOLVING FUND COST RECOVERY PLAN

Sales.....	-	-	-
Reimbursements.....	\$10,825	\$12,757	\$12,754
Total Receipts.....	\$10,825	\$12,757	\$12,754
Expenses.....	10,825	12,757	12,754
Surplus/Deficit.....	-	-	-

ORS CUSTOMER PROFILE (3/95-2/96)



10 PROPERTY MANAGEMENT SERVICES

10.20 OFFICE OF BUILDINGS AND GROUNDS

VISION

Quality Environment Through Quality Service

MISSION

The Office of Buildings and Grounds (OB&G) is dedicated to providing tenants with a safe and healthy environment while preserving the state's investment in real property. Our efforts provide economical and distinctive customer service. We accept the challenge of ever-changing demands for quality and expertise in the maintenance of state facilities.

SERVICES

The OB&G provides maintenance and operational support to DGS-owned buildings, non-DGS buildings, and the State Capitol complex. The OB&G also provides planning services to client agencies within DGS-owned facilities. Additionally, the OB&G provides maintenance services and operational support through private contractors for DGS and non-DGS buildings.

PERFORMANCE OBJECTIVES

Increase customer satisfaction

Maintain current cost per square foot not including special repairs and annual inflation factor

Major Budget Adjustments for 1996-97

- An increase of \$235,000 to the Service Revolving Fund to cover cost increases for existing property maintenance contracts at the Secretary of State Archives Building and the Board of Equalization Capitol Square Building. Authorized pursuant to Provision 5 of the Budget Act of 1996.
- An increase of 2.8 personnel years and \$66,000 to the Service Revolving Fund to provide janitorial services as requested by the Office of State Printing effective November 1, 1996. Authorized pursuant to Provision 5 of the Budget Act of 1996.
- An increase of \$205,000 to the Service Revolving Fund to cover the costs for the security guard contract at the Ronald Reagan State Building. Authorized pursuant to Provision 5 of the Budget Act of 1996.
- An increase of \$135,000 to the Service Revolving Fund to purchase building supplies and materials for the Department of Transportation facility in Oakland. Authorized pursuant to Provision 5 of the Budget Act of 1996.
- An increase of \$1,187,000 to the Service Revolving Fund to cover the debt service and maintenance contract for the newly purchased state office building in Riverside.

Major Budget Adjustments for 1997-98

- An increase of \$336,000 to the Service Revolving Fund to cover cost increases for existing property maintenance contracts at the Secretary of State Archives Building and the Board of Equalization Capitol Square Building. Authorized pursuant to Provision 5 of the Budget Act of 1996.
- An increase of 4.3 personnel years and \$104,000 to the Service Revolving Fund to provide janitorial services as requested by the Office of State Printing effective November 1, 1996. Authorized pursuant to Provision 5 of the Budget Act of 1996.
- An increase of \$205,000 to the Service Revolving Fund to cover costs for the security guard contract at the Ronald Reagan State Building. Authorized pursuant to Provision 5 of the Budget Act of 1996.
- An increase of \$135,000 to the Service Revolving Fund to purchase building supplies and materials for the Department of Transportation facility in Oakland. Authorized pursuant to Provision 5 of the Budget Act of 1996.
- An increase of \$571,000 to the Service Revolving Fund to provide private security contract services to various DGS buildings.
- A decrease of \$6,000 to the Service Revolving Fund as a result of the difference between OB&G's share of benefits from their energy revenue bond-funded service contract and their repayment costs.
- A decrease of \$327,000 to the Service Revolving Fund as a result of the Long Beach State Building closure.
- An increase of \$2,666,000 to the Service Revolving Fund to cover the debt service and maintenance contract costs of the newly purchased state office building in Riverside.
- An increase of 11.0 personnel years and \$1,054,000 to the Service Revolving Fund to operate the new Elihu Harris State Building.
- An increase of \$500,000 to the Service Revolving Fund to perform retrofit alterations in compliance with Americans with Disabilities Act standards.
- An increase of \$1,762,000 to the Service Revolving Fund to perform special repairs on various state buildings.

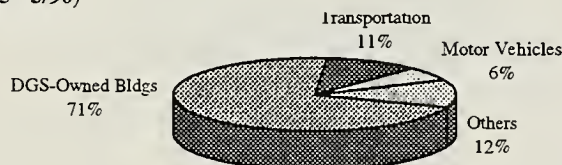
PROGRAM SUPPORT	1995-96	1996-97	1997-98	1995-96	1996-97	1997-98
Program Support (OB&G).....	986.6	1,053.6	1,062.2	\$73,408	\$104,996	\$107,903
(DGS-Owned Buildings).....	-	(558.5)	(565.6)	-	(72,963)	(75,401)
(State Capitol and Grounds).....	-	(90.0)	(90.0)	-	(7,388)	(7,894)
(Partial Services).....	-	(398.0)	(399.5)	-	(24,066)	(24,029)
(Space Planning).....	-	(7.1)	(7.1)	-	(579)	(579)
Building Rental Account (BRA).....	-	-	-	78,489	-	-
0666 Service Revolving Fund (001).....				91,018	97,126	100,033
Distributed Administration/Intrafund.....				55,802	2,943	2,943
0666 Service Revolving Fund (002).....				5,077	4,927	4,927

SERVICE REVOLVING FUND COST RECOVERY PLAN

Sales (OB&G).....	\$77,814	\$109,317	\$114,610
Sales (BRA).....	86,375	-	-
Expenses (OB&G).....	76,840	109,079	112,778 *
Expenses (BRA).....	85,304	-	-
Surplus/Deficit.....	\$2,045	\$238	\$1,832

* Includes \$1,000,000 Capitol Outlay project for the Food and Agriculture Building

OB&G CUSTOMER PROFILE (4/95 - 3/96)



10 PROPERTY MANAGEMENT SERVICES

10.30 OFFICE OF PROJECT DEVELOPMENT AND MANAGEMENT

VISION

Under the umbrella of the DGS' vision, it is the vision of the Office of Project Development and Management (OPDM) that:

Everything we do leads to a result that effectively addresses customer needs.

We provide cost effective, value-added solutions that contribute to client and stakeholder goals and programs.

We are the single point of responsibility for capital outlay projects.

MISSION

It is the mission of the OPDM to deliver capital projects within scope, budget, and schedule that meets the facilities requirements of our clients.

SERVICES

The OPDM is made up of the Project Development Unit (PDU) and the Project Control Unit (PCU). The PDU is responsible for the preparation and support of various regional and agency-based facilities plans, which are used to forecast future agency space and parking demand requirements throughout the state. The PDU also has direct responsibility for the Capitol Area Plan. The PCU plans and manages capital outlay projects which are the statutory responsibility of the DGS.

PERFORMANCE OBJECTIVES

Increase customer satisfaction

Increase the percentage of projects completed on-time

Maintain the percentage of projects completed within the original appropriation

Maintain the percentage of contracts awarded without sustained adverse legal action

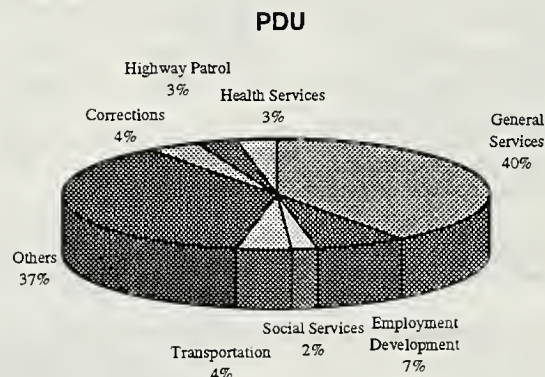
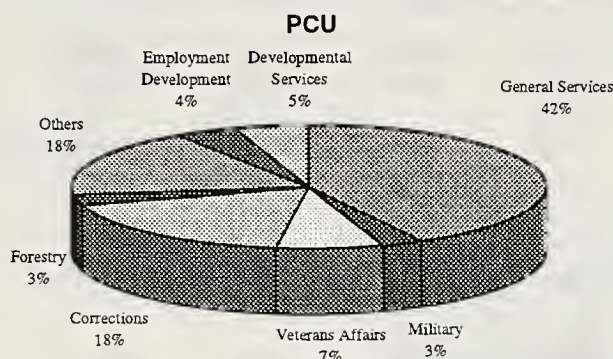
Maintain or decrease the percentage of staff cost per dollar of work completed

PROGRAM SUPPORT	1995-96	1996-97	1997-98	1995-96	1996-97	1997-98
Program Support.....	55.4	71.2	71.2	\$5,669	\$6,921	\$6,473
(Project Development Unit).....	(14.6)	(18.2)	(18.2)	(1,657)	(2,064)	(1,611)
(Project Control Unit).....	(40.8)	(53.0)	(53.0)	(4,012)	(4,857)	(4,862)
0602 Architecture Revolving Fund.....				4,012	4,857	4,862
0666 Service Revolving Fund.....				1,655	2,063	1,610
Distributed Administration/Intrafund.....				2	1	1

SERVICE REVOLVING FUND COST RECOVERY PLAN

Sales.....	\$2,198	\$2,174	\$2,047
Reimbursements.....	4,012	4,857	4,862
Total Receipts.....	\$6,210	\$7,031	\$6,909
Expenses.....	5,811	7,093	6,651
Surplus/Deficit.....	\$399	(\$62)	\$258

OPDM CUSTOMER PROFILE (PCU - 7/95-6/96; PDU - 4/95-3/96)



10 PROPERTY MANAGEMENT SERVICES**10.40 OFFICE OF PUBLIC SCHOOL CONSTRUCTION****VISION**

We foster excellence through shared responsibility and innovation, enabling our customers to build twenty-first century schools for the children of California.

MISSION

The mission of the Office of Public School Construction (OPSC) is to assist the State Allocation Board in providing safe and adequate facilities for all of California's public school children in an expeditious and cost-effective manner.

SERVICES

The OPSC provides support and assists the State Allocation Board in planning for and managing programs for construction or modification of safe and adequate facilities for all of California's public school children. The Lease-Purchase Program provides financial assistance to school districts for new school construction as well as modernization of existing facilities. The Deferred Maintenance Program provides funds on a matching basis for the purpose of assisting school districts with expenditures for major repair or replacement of existing school building components. The Education Technology Program will award grants for education technology infrastructure, computer hardware and software.

PERFORMANCE OBJECTIVES

Increase customer satisfaction
 Decrease the days to process acceptable application packages for State Allocation Board Approval
 Increase the acceptable applications (correct on initial submission) received
 Decrease the average processing days for change orders

Major Budget Adjustment for 1996-97

- A one-time increase of \$350,000 to the Education Technology Trust Fund to provide program support for the awarding of grants for technology infrastructure, computer hardware and software. Authorized pursuant to Chapter 9, Statutes of 1996.

PROGRAM SUPPORT	1995-96	1996-97	1997-98	1995-96	1996-97	1997-98
Program Support.....	118.5	128.6	128.6	\$8,990	\$10,061	\$9,711
(Lease Purchase).....	(104.1)	(126.6)	(126.6)	(7,919)	(9,574)	(9,574)
(Deferred Maintenance).....	(1.2)	(2.0)	(2.0)	(113)	(137)	(137)
(Education Technology).....	-	-	-	-	(350)	-
(Building Aid).....	(13.2)	-	-	(953)	-	-
(Child Care Capital Outlay).....	-	-	-	(5)	-	-
0344 State School Building Lease-Purchase Fund.....				8,127	9,574	9,574
0655 Education Technology Trust Fund.....				-	350	-
0666 Service Revolving Fund.....				34	-	-
0739 State School Building Aid Fund.....				711	-	-
0863 Child Care Capital Outlay Fund.....				5	-	-
0961 State School Deferred Maintenance Fund.....				113	137	137

SERVICE REVOLVING FUND COST RECOVERY PLAN

Sales.....	\$34	-	-
Reimbursements.....	8,956	\$10,061	\$9,711
Total Receipts.....	\$8,990	\$10,061	\$9,711
Expenses.....	8,990	10,061	9,711
Surplus/Deficit.....	-	-	-

10 PROPERTY MANAGEMENT SERVICES

10.50 OFFICE OF REAL ESTATE AND DESIGN SERVICES

VISION

Californians prosper from the highest and best use of the state's real estate assets.

MISSION

We contribute to the success of our customer agencies and to the prosperity of all Californians by making the best use of the state's real estate assets and providing quality facilities for state operations in the most cost effective manner.

SERVICES

The Office of Real Estate and Design Services is comprised of the Proactive Asset Management (PAM), Leasing and Design Services (L&D), and Real Estate Services (RES) Programs. The PAM Program is responsible for the overall coordination of regional planning. The L&D Program is responsible for the leasing of all office, warehouse and laboratory space for most state agencies. The RES Program is responsible for site selection, appraisal, appraisal review, acquisition, condemnation, relocation assistance, property management and sale and leasing of surplus property for numerous state agencies.

PERFORMANCE OBJECTIVES

- Increase customer satisfaction
- Increase the percentage of on-time leasing and design services
- Maintain or increase the percentage of real estate services completed on time
- Generate an increase in revenue from the disposal of underutilized property
- Generate an increase in revenue from leasing underutilized property
- Generate an increase in revenue from disposing underutilized property
- Maintain or improve cost savings (differential) for similar services provided by the private sector

Major Budget Adjustment for 1996-97

- A one-time increase of \$250,000 to the Property Acquisition Law Money Account (PAL) for 24-hour security at two surplus real estate properties (Patton State Hospital and the Los Angeles Reception Center).

Major Budget Adjustment for 1997-98

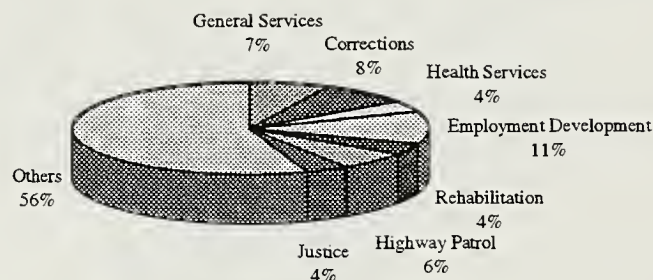
- A one-time increase of \$2,410,000 to the PAL Account to study the disposition and/or development of underutilized real estate properties, and for property management services.

PROGRAM SUPPORT	1995-96	1996-97	1997-98	1995-96	1996-97	1997-98
Program Support.....	128.4	133.2	133.2	\$11,789	\$12,335	\$13,572
(Proactive Asset Management).....	(9.1)	(7.8)	(7.8)	(1,580)	(1,911)	(3,150)
(Leasing and Lease Management).....	(38.4)	(38.7)	(38.7)	(3,345)	(3,297)	(3,287)
(Design Services).....	(43.6)	(43.6)	(43.6)	(3,629)	(3,560)	(3,556)
(Information Services).....	(5.4)	(8.7)	(8.7)	(443)	(640)	(645)
(Real Estate Services).....	(31.9)	(34.4)	(34.4)	(2,792)	(2,927)	(2,934)
0002 Property Acquisition Law Money Account, General Fund (001).....				2,415	1,936	2,377
0002 Property Acquisition Law Money Account, General Fund (015).....				-	920	1,735
0666 Service Revolving Fund.....				8,997	9,099	9,080
Distributed Administration/Intrafund.....				377	380	380

SERVICE REVOLVING FUND COST RECOVERY PLAN

Sales.....	\$10,829	\$10,706	\$10,706
Reimbursements.....	2,415	2,856	4,112
Total Receipts.....	\$13,244	\$13,562	\$14,818
Expenses.....	12,517	13,229	14,443
Surplus/Deficit.....	\$727	\$333	\$375

OREDS CUSTOMER PROFILE (4/95-3/96)



10 PROPERTY MANAGEMENT SERVICES

10.65 OFFICE OF ENERGY ASSESSMENTS

VISION

The Office of Energy Assessments will provide leadership in securing efficient, low cost and reliable energy resources to California's public agencies.

MISSION

To reduce energy use and energy cost at state facilities.

SERVICES

The Office of Energy Assessments (OEA) is comprised of the Project Development Program (PDP), the Natural Gas Procurement Program (NGPP), the Natural Gas Procurement Payment Mechanism (NGPPM), and the Utility Billing Program (UBP). The PDP provides initial energy audits, design development for energy efficient projects, project financing, and energy savings negotiations for client agencies. The NGPP combines its customers into a large buying consortium, where the OEA negotiates significant discounts off the otherwise applicable utility rates. The NGPPM will be established in Fiscal Year 1997/98 to provide the OEA's gas consortium a flow-through centralized payment mechanism for gas purchases. The UBP will allow state agencies to reduce processing costs and gain real-time control over energy use and cost data. The UBP is scheduled to be in full operation by Fiscal Year 1997/98.

Other services, provided by OEA, which are funded through the Energy Resources Program Account (ERPA), include: 1) representation in a variety of regulatory forums at the federal, state, and local levels to ensure the state's financial interests; and 2) development of new programs.

PERFORMANCE OBJECTIVES

Increase customer satisfaction
Increase staff productivity
Increase savings from energy services

Major Budget Adjustment for 1997-98

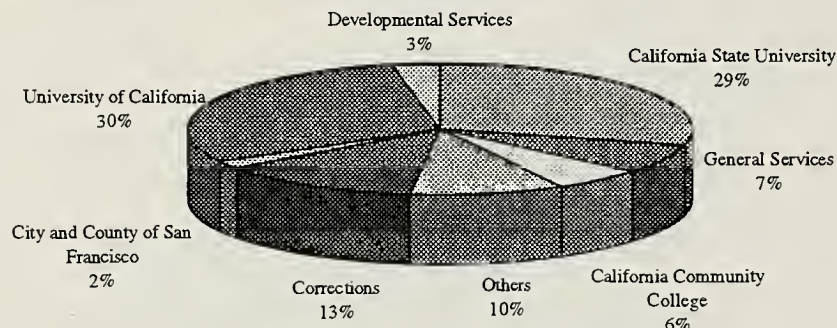
- An increase of \$27,000,000 to the Service Revolving Fund which will act as a flow-through payment mechanism for the Natural Gas Procurement Program.

PROGRAM SUPPORT	1995-96	1996-97	1997-98	1995-96	1996-97	1997-98
Program Support.....	20.4	20.4	20.4	\$2,771	\$3,552	\$30,554
(Project Development Program).....	(11.5)	(12.7)	(12.7)	(1,525)	(2,208)	(1,885)
(Natural Gas Procurement Program)....	(3.4)	(3.7)	(3.7)	(311)	(354)	(356)
(Utility Billing Program).....	(1.4)	(1.5)	(1.5)	(69)	(120)	(442)
(NGP-Payment Mechanism).....	-	-	-	-	-	(27,000)
(Special Programs - ERPA).....	(4.1)	(2.5)	(2.5)	(866)	(870)	(871)
0465 Energy Resources Program Account.....				866	870	871
0666 Service Revolving Fund.....				1,902	2,682	29,683
Distributed Administration/Intrafund.....				3	-	-

SERVICE REVOLVING FUND COST RECOVERY PLAN

Sales.....	\$2,605	\$3,351	\$30,553
Reimbursements.....	866	870	871
Total Receipts.....	\$3,471	\$4,221	\$31,424
Expenses.....	2,936	3,757	30,720
Surplus/Deficit.....	\$535	\$464	\$704

OEA CUSTOMER PROFILE (7/95-6/96)



10 PROPERTY MANAGEMENT SERVICES

10.90 BUILDING STANDARDS COMMISSION

MISSION

To produce for consumers and all of the construction industry, a sensible and usable set of state building standards and administrative regulations that implement or enforce those standards. This mission has three major goals:

Reduce the quantity of state regulations through the elimination of unnecessary amendments to the model codes

Encourage agency involvement in the model code adoption process

Have the state amendments printed in such a way that it is very clear to the user when to use model code standards and when to use state amendments

SERVICES

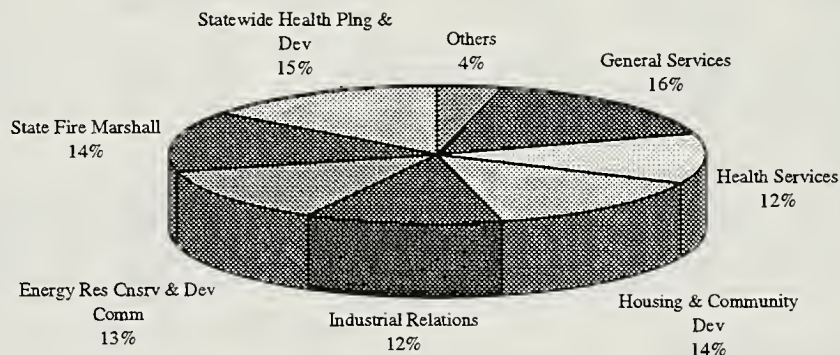
The Building Standards Commission's (BSC) responsibilities include: 1) Codify, including publish, all building standards or administrative regulations that apply directly to the implementation or enforcement of building standards of state agencies and statutes defining building standards into one California Building Standards Code; 2) Resolve conflict, duplication, and overlap in building standards or administrative regulations that apply directly to the implementation or enforcement of building standards; 3) Ensure consistency in nomenclature and format in the code; and 4) Hear appeals resulting from the administration of state building standards.

PROGRAM SUPPORT		1995-96	1996-97	1997-98	1995-96	1996-97	1997-98
Program Support.....		7.8	7.6	7.6	\$766	\$663	\$665
0666	Service Revolving Fund.....				703	493	495
	Distributed Administration/Intrafund.....				63	170	170

SERVICE REVOLVING FUND COST RECOVERY PLAN

Sales.....	\$634	\$792	\$904
Expenses.....	828	721	717
Surplus/Deficit.....	(\$194)	\$71	\$187

BSC CUSTOMER PROFILE (4/95-3/96)



20 STATEWIDE SUPPORT SERVICES

20.10 OFFICE OF ADMINISTRATIVE HEARINGS

MISSION

To provide a neutral forum for fair and independent resolution of matters in a professional, efficient, and innovative way, ensuring due process and respecting the dignity of all.

SERVICES

The Office of Administrative Hearings (OAH) is comprised of the Administrative Law Judges (ALJ), Reporter Services, and Contract Arbitration Programs. The ALJs conduct quasi-judicial hearings for various state or other public agencies under the Administrative Procedure Act (APA). In addition, the ALJs conduct hearings for the Department of Developmental Services concerning the level of care service disputes and other hearings not covered under the APA. The Reporter Services Program is responsible for preparing verbatim records of proceedings conducted by ALJs. Reporters also prepare transcripts of the hearings when requested. The Contract Arbitration Program is responsible for the administration of the State Construction Arbitration Program. The OAH maintains a list of arbitrators from which parties in dispute may select, contract with selected arbitrators, provide facilities and any other administrative function that is required.

PERFORMANCE OBJECTIVES

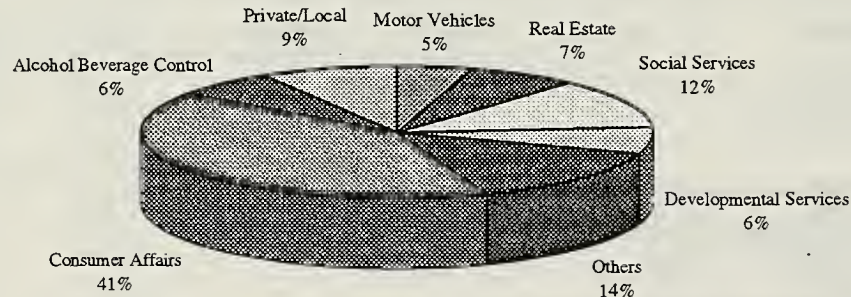
Maintain or increase customer satisfaction
 Increase the percent of filed cases resolved prior to hearing
 Increase the percent of decisions that meet statutory deadlines
 Increase the percent of cases set within 120 days

PROGRAM SUPPORT	1995-96	1996-97	1997-98	1995-96	1996-97	1997-98
Program Support.....	71.0	74.2	74.2	\$9,644	\$9,761	\$9,752
(Administrative Law Judge).....	(65.4)	(70.2)	(70.2)	(7,444)	(7,816)	(7,806)
(Reporter Services).....	(3.5)	(2.9)	(2.9)	(1,350)	(1,105)	(1,103)
(Contract Arbitration).....	(2.1)	(1.1)	(1.1)	(850)	(840)	(843)
0666 Service Revolving Fund.....				9,644	9,761	9,752

SERVICE REVOLVING FUND COST RECOVERY PLAN

Sales.....	\$9,545	\$10,176	\$10,175
Expenses.....	10,126	10,306	10,335
Surplus/Deficit.....	(\$581)	(\$130)	(\$160)

OAH CUSTOMER PROFILE (4/95-3/96)



20 STATEWIDE SUPPORT SERVICES

20.15 TELECOMMUNICATIONS DIVISION

VISION

Quality government through successful telecommunications

MISSION

To ensure that quality telecommunications services and commodities are provided to all state agencies in the most cost-effective, efficient, and timely manner possible. This includes maximizing the use of state resources and the consolidation and joint use of telecommunications systems and services where operationally, technically, and economically feasible.

SERVICES

Telecommunications Division is comprised of two distinct sections, each performing services unique to the state's telecommunications environment. The Public Safety Radio Services Section designs, installs, licenses, and maintains public safety radio and microwave systems for state, federal, and local governmental agencies involved in the protection of life and property for the citizens of California. The Telephone and Network Services Section provides a telecommunications network designed to include centralized, consolidated telecommunications functions capable of providing data, video, and other enhanced services as well as traditional voice calls for the use of all state agencies, cities, and counties. Additionally, the Telephone and Network Services Section is responsible for statewide management of the Emergency Telephone Number (9-1-1) System.

PERFORMANCE OBJECTIVES

Increase customer satisfaction

Continue to provide customers with Telecommunications Division services at rates lower than those provided by the private sector for comparable services

Increase projects completed and services delivered on schedule

Increase joint use of CALNET facilities

Major Budget Adjustments for 1996-97

- A one-time increase of \$1,950,000 to the Service Revolving Fund to purchase additional microwave equipment for the California Highway Patrol. Authorized pursuant to Provision 5 of the Budget Act of 1996.
- A one-time increase of \$3,000,000 to the Service Revolving Fund to purchase parts and components for the California Department of Forestry and Fire Protection vault and tower projects. Authorized pursuant to Provision 5 of the Budget Act of 1996.
- An increase of \$962,000 to the Service Revolving Fund to provide radio engineering services to customers of the Public Safety Radio Services Section customers. Authorized pursuant to Provision 5 of the Budget Act of 1996.

Major Budget Adjustments for 1997-98

- An increase of \$962,000 to the Service Revolving Fund to provide radio engineering services to customers of the Public Safety Radio Services Section customers. Authorized pursuant to Provision 5 of the Budget Act of 1996.
- An increase of \$2,479,000 to the Service Revolving Fund to purchase replacement microwave equipment.
- An increase of 9.5 personnel years and \$1,589,000 to the Service Revolving Fund to provide radio engineering services to customers of the Public Safety Radio Services Section.
- An increase of \$6,816,000 in the State Emergency Telephone Number Account (Local Assistance) to enable the Emergency Telephone Number System to reimburse local agencies for 9-1-1 system upgrade related costs and pay telephone utilities for increased recurring charges.

PROGRAM SUPPORT	1995-96	1996-97	1997-98	1995-96	1996-97	1997-98
Program Support.....	457.3	458.6	458.6	\$75,713	\$81,253	\$76,701
(Public Safety Radio Services).....	(372.0)	(368.5)	(368.5)	(41,889)	(47,334)	(42,735)
(Telephone/Network Services).....	(73.0)	(78.5)	(78.5)	(32,799)	(32,884)	(32,930)
(Emergency Telephone).....	(12.3)	(11.6)	(11.6)	(1,025)	(1,035)	(1,036)
0022 State Emergency Telephone Number Account, General Fund (001).....				1,025	1,035	1,036
0666 Service Revolving Fund.....				73,871	78,811	74,258
Distributed Administration/Intrafund.....				817	1,407	1,407

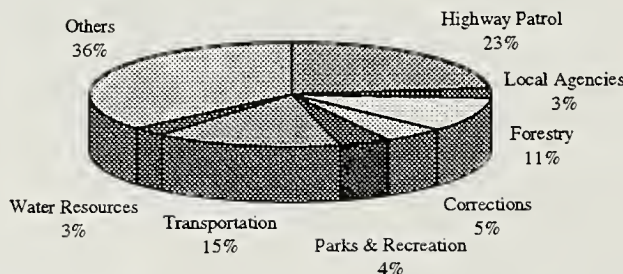
LOCAL ASSISTANCE

0022 State Emergency Telephone Number Account, General Fund (101).....	63,731	64,958	71,774
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SERVICE REVOLVING FUND COST RECOVERY PLAN

Sales.....	\$77,048	\$81,928	\$77,166
Reimbursements.....	1,025	1,035	1,036
Total Receipts.....	\$78,073	\$82,963	\$78,202
Expenses.....	77,153	80,567	75,877
Surplus/Deficit.....	\$920	\$2,396	\$2,325

TD CUSTOMER PROFILE (4/95-3/96)



20 STATEWIDE SUPPORT SERVICES

20.20 OFFICE OF FLEET ADMINISTRATION

VISION

To establish a unified environment that encourages growth, harmony, respect, and open communication for all, thus providing the highest level of customer satisfaction.

MISSION

It is the mission of the Office of Fleet Administration (OFA) to provide statewide transportation services of the highest quality at the lowest possible cost to all state employees. These services will be delivered in a competent and professional manner by well-trained and dedicated staff.

SERVICES

The OFA is comprised of the Vehicle Inspection, Vehicle Rental/Garage Operations, Preventive Maintenance, Employee Parking, and Capitol Garage Services Programs. The Vehicle Inspection Program provides inspection of state-owned mobile equipment for operational conditions and safety, conformance with new vehicle specifications, and control of repair costs. The inspectors also consult with state agencies on the purchase of mobile equipment and coordinate activities related to reutilization of surplus mobile equipment. The Vehicle Rental/Garage Operations Program maintains a pool of DGS-owned vehicles statewide for lease by state agencies on a daily or monthly basis and operates garages throughout the state. The State Fuel Card Program for fuel and vehicle-related expenses for all state vehicles is also administered within this program. The Preventive Maintenance Program provides routine maintenance and repair for both DGS pool and agency-owned vehicles. The Employee Parking Program sets and administers state parking policy and provides parking services to state employees, arranging for the operation and maintenance of lots, leasing of spaces, and the collection of fees. The Capitol Garage Services Program provides service to members of the Legislature including fueling, cleaning, and transporting vehicles for repairs.

PERFORMANCE OBJECTIVES

- Increase customer satisfaction
- Maintain any increases in car rental rates to the same percentage the private industry uses to raise its rates
- Maintain or decrease the average dispatch time of fleet vehicles
- Decrease percent of fleet vehicle repair comebacks
- Reduce the number or percentage of unnecessary customer trips to the Fleet garages to rent a vehicle

Major Budget Adjustment for 1997-98

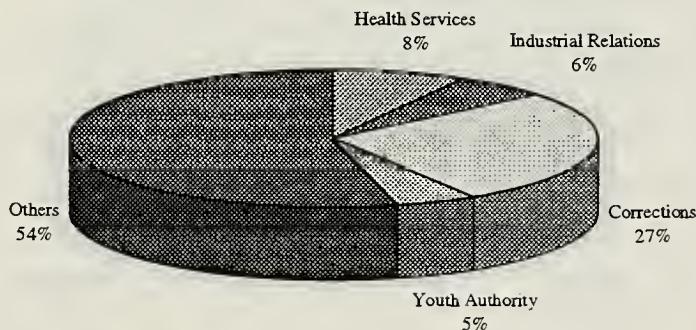
- An increase of \$5,915,000 to the Service Revolving Fund to purchase replacement vehicles.

PROGRAM SUPPORT	1995-96	1996-97	1997-98	1995-96	1996-97	1997-98
Program Support.....	148.5	151.0	151.0	\$31,322	\$30,905	\$36,848
(Vehicle Inspection).....	(26.2)	(25.0)	(25.0)	(1,689)	(1,841)	(1,842)
(Vehicle Rental & Garage Ops).....	(74.2)	(80.0)	(80.0)	(23,074)	(20,157)	(26,060)
(Preventive Maintenance Svcs).....	(28.2)	(29.0)	(29.0)	(2,532)	(2,938)	(2,938)
(Employee Parking).....	(14.9)	(12.0)	(12.0)	(3,817)	(5,758)	(5,797)
(Capitol Garage Services).....	(5.0)	(5.0)	(5.0)	(210)	(211)	(211)
0001 General Fund.....				210	211	211
0003 Motor Vehicle Parking Facilities Moneys Account, General Fund (001).....				3,817	5,758	4,643
0003 Motor Vehicle Parking Facilities Moneys Account, General Fund (002).....				-	-	1,154
0666 Service Revolving Fund.....				26,192	23,282	29,186
Distributed Administration/Intrafund.....				1,103	1,654	1,654

SERVICE REVOLVING FUND COST RECOVERY PLAN

Sales.....	\$25,114	\$27,452	\$30,276
Reimbursements.....	4,027	5,969	6,008
Total Receipts.....	\$29,141	\$33,421	\$36,284
Expenses.....	30,056	31,788	32,278
Surplus/Deficit.....	(\$915)	\$1,633	\$4,006

OFA CUSTOMER PROFILE (4/95-3/96)



20 STATEWIDE SUPPORT SERVICES

20.25 OFFICE OF RISK AND INSURANCE MANAGEMENT

VISION

In the decades to come, the Office of Risk and Insurance Management (ORIM) will be the worldwide trendsetter for risk management and loss control techniques. ORIM will be looked to for leadership in risk management by other public agencies as well as multinational and Fortune 500 corporations.

MISSION

To create a partnership between the ORIM and its clients to act as a resource for quality risk management services to state agencies and other clients. On a consistent basis, ORIM shall provide continually improving services in a responsive, knowledgeable manner which results in a high degree of client satisfaction.

SERVICES

The ORIM is comprised of the Insurance Services, Loss Control and Claims Programs. The Insurance Services Program is comprised of Insurance Procurement and Insurance Consulting Services. Commercial insurance is purchased to protect state property or protect from tort liability. Insurance consulting projects may be contracted by interagency agreement for extraordinary policy administration or for special studies. The Loss Control Program provides safety training courses and administers various safety programs including the DGS safety program and the Governor's Employee Safety Award Program. The Claims Program provides the adjusting of third-party liability claims self-insured by the State Motor Vehicle Insurance Account as well as administers claims for the Foster Family Home Insurance Fund, the California State University Risk Pool, and property damage claims against the County of Sacramento.

PERFORMANCE OBJECTIVES

Increase customer satisfaction

Maintain average motor vehicle insurance rates, for coverage up to \$2 million per occurrence at less than 80% of average commercial rates in California
Resolve property damage claims within 60 days of claim file creation

Major Budget Adjustment for 1996-97

- An increase of 1.7 personnel years and \$158,000 to the Service Revolving Fund to meet increased client workload. Authorized pursuant to Provision 7 of the Budget Act of 1996.

Major Budget Adjustments for 1997-98

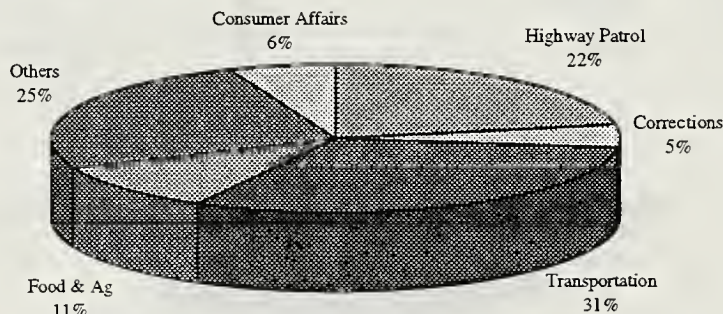
- An increase of 1.8 personnel years and \$177,000 to the Service Revolving Fund to meet increased client workload. Authorized pursuant to Provision 7 of the Budget Act of 1996.
- An increase of \$387,000 to the Motor Vehicle Insurance Account and a decrease of \$333,000 to the Service Revolving Fund due to the funding transfer of the Defensive Driver Training Program.

PROGRAM SUPPORT	1995-96	1996-97	1997-98	1995-96	1996-97	1997-98
Program Support.....	21.6	26.6	26.7	\$18,551	\$23,113	\$23,318
(Insurance Services).....	(4.5)	(5.6)	(5.6)	(522)	(553)	(524)
(Loss Control).....	(5.2)	(6.4)	(4.7)	(733)	(922)	(555)
(Claims).....	(11.9)	(14.6)	(16.4)	(3,197)	(3,530)	(4,131)
(MVIA Claims Payments).....	-	-	-	(14,099)	(18,108)	(18,108)
0026 State Motor Vehicle Insurance Account, General Fund.....				17,208	21,401	21,944
0666 Service Revolving Fund.....				1,297	1,680	1,342
Distributed Administration/Intrafund.....				46	32	32

SERVICE REVOLVING FUND COST RECOVERY PLAN

Sales.....	\$1,635	\$1,967	\$1,549
Reimbursements.....	17,208	21,401	21,944
Total Receipts.....	\$18,843	\$23,368	\$23,493
Expenses.....	18,684	23,336	23,492
Surplus/Deficit.....	\$159	\$32	\$1

ORIM CUSTOMER PROFILE (1/95-12/95)



20 STATEWIDE SUPPORT SERVICES**20.30 OFFICE OF LEGAL SERVICES****VISION**

Quality, Consistency, Integrity — Through Law

MISSION

To render quality legal advice and services on a timely basis at reasonable cost

SERVICES

The Office of Legal Services (OLS) is comprised of the Legal Services-Contract Review and Legal Advice Programs. The Legal Services-Contract Review Program provides assistance and advice in the preparing of documents; evaluating of contracts as to legal sufficiency; determining compliance with policy; and securing the approval of the DGS in accordance with Government Code Section 11256 and Public Contract Code Section 10295. The Legal Advice Program provides advice to the DGS, the Department of Finance, and various boards and commissions. Services include legal advice on new and ongoing programs; advocating the Department's position in a wide variety of situations, issuing opinions, and drafting and reviewing legal documents. Advice is also given on bid protest matters or specific issues arranged through contract with other state agencies.

PERFORMANCE OBJECTIVES

Increase positive external customer ratings

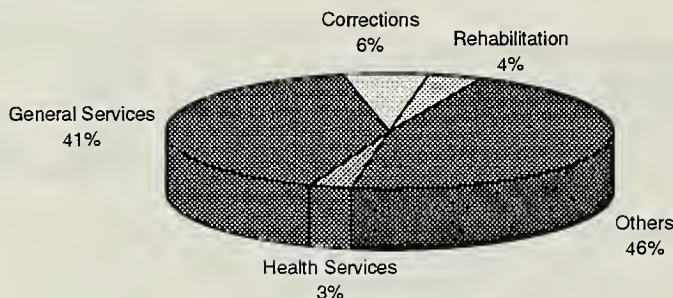
Decrease the number of contract reviews that exceed ten days

Maintain hourly rates consistent with or lower than hour rates charged by local attorneys

PROGRAM SUPPORT	1995-96	1996-97	1997-98	1995-96	1996-97	1997-98
Program Support.....	19.0	19.1	19.1	\$1,934	\$1,998	\$1,977
(Legal Services - Contract Review).....	(8.3)	(8.5)	(7.3)	(853)	(692)	(552)
(Legal Advice).....	(10.7)	(10.6)	(11.8)	(1,081)	(1,306)	(1,425)
0666 Service Revolving Fund.....				1,084	1,304	1,283
Intrafund.....				850	694	694

SERVICE REVOLVING FUND COST RECOVERY PLAN

Sales.....	\$2,009	\$2,187	\$2,272
Expenses.....	2,088	2,294	2,186
Surplus/Deficit.....	(\$79)	(\$107)	\$86

OLS CUSTOMER PROFILE (4/95 - 3/96)

20 STATEWIDE SUPPORT SERVICES**20.45 PROCUREMENT DIVISION****VISION**

Provide World Class Leadership in External Operations

MISSION

We ensure the success of our customer's mission by providing strategic acquisition and materiel management

SERVICES

The Procurement Division provides two major types of services, Acquisitions and Materiel Management. The Acquisitions elements furnish the base of procurement knowledge and expertise to state and local government operations. The Materiel Management Section provides a variety of services including, office and janitorial supply distribution, forms and food distribution, traffic management, disposition of surplus property, and warehousing.

PERFORMANCE OBJECTIVES

Increase customer satisfaction
 Decrease average cycle times for significant service delivery processes
 Maintain or decrease proportion of costs per total dollar volume of purchases

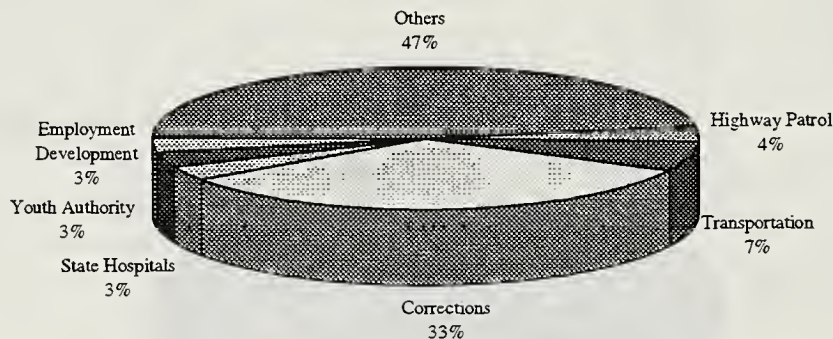
Major Budget Adjustment for 1997-98

- A decrease of 38.0 personnel years and \$9,572,000 to the Service Revolving Fund due to the transition from an inventory based office supply distribution activity to a "stockless" catalog concept

PROGRAM SUPPORT	1995-96	1996-97	1997-98	1995-96	1996-97	1997-98
Program Support.....	273.5	291.8	253.8	\$55,263	\$52,909	\$39,634
(Purchasing & Contract Mgmt.).....	(125.4)	(130.5)	(130.6)	(10,375)	(10,796)	(10,941)
(Quality Control).....	(18.6)	(21.8)	(21.8)	(1,424)	(2,016)	(2,031)
(Major Acquisitions).....	(28.0)	(29.0)	(28.9)	(2,094)	(2,571)	(2,588)
(Traffic Management).....	(8.7)	(8.5)	(8.5)	(475)	(627)	(636)
(Central Stores).....	(63.1)	(69.8)	(34.6)	(38,810)	(34,481)	(21,116)
(Surplus Property).....	(19.5)	(19.9)	(17.1)	(1,133)	(1,142)	(1,029)
(Property Reutilization).....	(4.8)	(4.7)	(4.7)	(308)	(461)	(466)
(Transit Storage).....	(5.4)	(7.6)	(7.6)	(644)	(815)	(827)
0465 Energy Resources Program Account.....				387	391	394
0666 Service Revolving Fund.....				53,876	51,487	38,209
Distributed Administration/Intrafund.....				1,000	1,031	1,031

SERVICE REVOLVING FUND COST RECOVERY PLAN

Sales.....	\$58,859	\$53,784	\$41,004
Reimbursements.....	387	391	394
Total Receipts.....	\$59,246	\$54,175	\$41,398
Expenses.....	57,040	55,835	41,490
Surplus/Deficit.....	\$2,206	(\$1,660)	(\$92)

PD CUSTOMER PROFILE (4/95-3/96)

20 STATEWIDE SUPPORT SERVICES**20.53 OFFICE OF INFORMATION SERVICES****VISION**

To help our customers become more successful through our efforts, products and services

MISSION

The Office of Information Services (OIS) streamlines the business of government by offering its customers information solutions and other business opportunities that give them the "gift of time".

The OIS accomplishes its mission when DGS customers think of us first for their service needs. They value our leadership and choose us as partners because of our ability to anticipate their needs and provide exceptional solutions. Our peers respect and admire us for unparalleled effectiveness, creativity and responsiveness. OIS leads the way in providing world class service that other organizations emulate.

SERVICES

Using outsourcing and other mechanisms, OIS delivers a broad spectrum of information services needed by state and local agencies. OIS acts as an information services broker, helping agencies quickly find solutions to their business problems beginning with information technology and records management consulting services, acquisition of information technology products through the State Computer Store and other master contracts, information technology training, electronic commerce systems, office equipment/computer repair, computer network support, forms development, records storage and destruction, document imaging and electronic publishing.

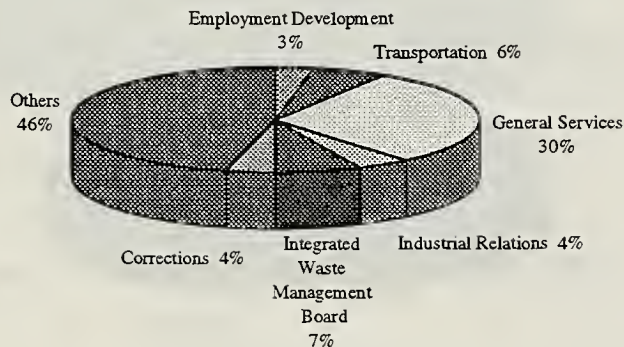
PERFORMANCE OBJECTIVES

Maintain customer satisfaction
Ensure that the Office "breaks even" (revenue equal to expenses)
Maintain on-time performance rating for all programs

PROGRAM SUPPORT	1995-96	1996-97	1997-98	1995-96	1996-97	1997-98
Program Support.....	162.6	173.2	173.2	\$19,198	\$18,326	\$18,246
(Office Machine Repair Services).....	(65.8)	(71.2)	(71.2)	(9,554)	(7,863)	(7,833)
(DGS Support).....	(11.7)	(9.6)	(9.6)	(1,825)	(998)	(991)
(State EDP Education Program).....	(6.9)	(8.3)	(8.3)	(1,262)	(1,297)	(1,291)
(ITEC Support).....	(4.2)	(10.3)	(10.3)	(317)	(757)	(752)
(Records/Destruction Center).....	(26.6)	(28.1)	(28.1)	(2,531)	(3,365)	(3,353)
(Statewide Support).....	(13.7)	(19.5)	(19.5)	(1,222)	(1,457)	(1,447)
(Special Programs).....	(33.7)	(26.2)	(26.2)	(2,487)	(2,589)	(2,579)
0666 Service Revolving Fund.....				17,780	15,013	14,933
Distributed Administration/Intrafund.....				1,418	3,313	3,313

SERVICE REVOLVING FUND COST RECOVERY PLAN

Sales.....	\$19,187	\$19,918	\$19,438
Expenses.....	20,583	18,954	18,831
Surplus/Deficit.....	(\$1,396)	\$964	\$607

OIS CUSTOMER PROFILE (5/95-4/96)

20 STATEWIDE SUPPORT SERVICES

20.60 OFFICE OF STATE PRINTING

VISION

Crafting innovative communications for our customers.

MISSION

The Office of State Printing (OSP) provides innovative printing and communication solutions through our specialized knowledge, statewide perspective, and coordinated public and private partnerships. We will enhance the economic well-being and quality of life for our customers, employees and other partners.

SERVICES

The OSP is comprised of the Legislative Billroom, Printing Services, and Mail Services Programs. The Legislative Billroom is responsible for selling various legislative bills and the Governor's Budget. The Printing Services Program is responsible for providing services which include but are not limited to labeling, folding, trimming, collating, padding, stitching, shrink wrap, typesetting, desktop publishing, artwork, photocomposition, publications, business cards, legislative printing, forms and envelopes. The Mail Services Program is responsible for mass mailing and interagency mail service in Sacramento.

PERFORMANCE OBJECTIVES

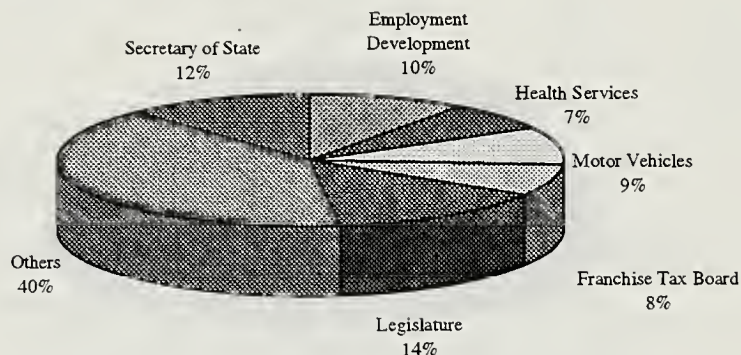
Maintain customer satisfaction
 Maintain or increase the percent of on-time service delivery
 Provide Printing and Express Services at rates equal to or less than alternative sources

PROGRAM SUPPORT	1995-96	1996-97	1997-98	1995-96	1996-97	1997-98
Program Support.....	486.1	474.8	474.8	\$70,036	\$66,467	\$56,615
[Legislative Billroom].....	(36.0)	(23.2)	(23.2)	(2,102)	(2,023)	(1,967)
[Printing Services].....	(399.5)	-	-	(63,893)	-	-
(Bindery).....	-	(127.0)	(127.0)	-	(9,171)	(8,839)
(Electronic Pre-Press).....	-	(91.2)	(91.2)	-	(6,621)	(6,394)
(Press).....	-	(166.9)	(166.9)	-	(13,641)	(12,999)
(Print Procurement).....	-	(7.9)	(7.9)	-	(556)	(600)
(Direct Charges/Flow-Through).....	-	-	-	-	(13,614)	(8,060)
(Material Purch./Flow-Through).....	-	-	-	-	(14,516)	(11,035)
[Mail Services].....	(50.6)	-	-	(4,041)	-	-
(Interagency Mail Service).....	-	(13.4)	(13.4)	-	(713)	(705)
(Mass Mail).....	-	(24.7)	(24.7)	-	(3,112)	(3,357)
(Mail & Messenger).....	-	(16.6)	(16.6)	-	(2,213)	(2,380)
(Addressing Services).....	-	(3.9)	(3.9)	-	(287)	(279)
0001 General Fund (001).....				6,234	6,247	6,247
0666 Service Revolving Fund.....				63,802	60,220	50,368

SERVICE REVOLVING FUND COST RECOVERY PLAN

Sales.....	\$59,253	\$60,852	\$51,819
Reimbursements.....	6,234	6,247	6,247
Total Receipts.....	\$65,487	\$67,099	\$58,066
Expenses.....	67,121	66,533	57,358
Surplus/Deficit.....	(\$1,634)	\$566	\$708

OSP CUSTOMER PROFILE (FY 95/96)



20 STATEWIDE SUPPORT SERVICES

20.65 OFFICE OF SMALL AND MINORITY BUSINESS

VISION

The Office of Small and Minority Business (OSMB) is committed to utilizing efficient and effective processes and technologies to provide high quality service to meet the needs of our internal and external customers.

MISSION

The OSMB provides business information services to further participation in state contracting opportunities.

SERVICES

The OSMB is comprised of three programs: 1) California State Contracts Register (CSCR) - The Office publishes the daily electronic CSCR which announces bid information on state service and construction contracts; 2) Small Business and Disabled Veteran Business Enterprise Certifications - The OSMB certifies small businesses for a 5% bidding preference, and Disabled Veteran Business Enterprises (DVBE) are certified for the 3% DVBE participation program; and 3) Minority, Women, and Disabled Veteran Business Enterprise Participation - The OSMB is a resource to state agencies and business firms in the implementation of the State's Minority, Women, and Disabled Veteran Business Enterprise Participation Program.

PERFORMANCE OBJECTIVES

Maintain customer satisfaction

Increase the number of certification files processed per personnel year

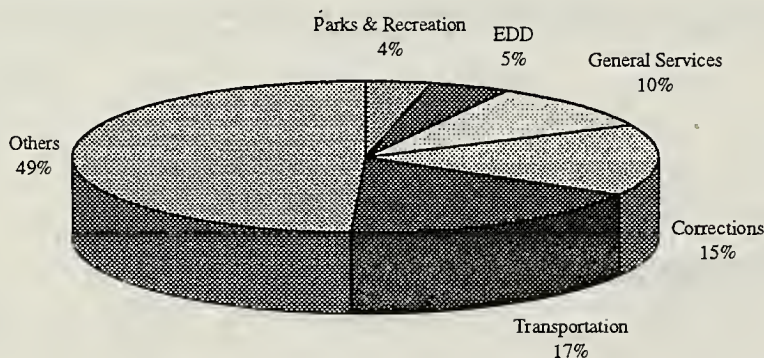
Maintain the average working days for small and disabled veteran business enterprise certifications

PROGRAM SUPPORT	1995-96	1996-97	1997-98	1995-96	1996-97	1997-98
Program Support.....	26.4	26.8	26.8	\$2,342	\$2,356	\$2,357
(California State Contracts Register)...	(4.5)	(3.6)	(3.6)	(515)	(274)	(272)
(SB/DVBE Certifications).....	(20.6)	(21.7)	(21.7)	(1,742)	(1,959)	(1,962)
(M/W/DVBE Participation Program).	(1.3)	(1.5)	(1.5)	(85)	(123)	(123)
0666 Service Revolving Fund.....				2,330	2,343	2,344
Distributed Administration/Intrafund.....				12	13	13

SERVICE REVOLVING FUND COST RECOVERY PLAN

Sales.....	\$2,844	\$2,532	\$2,690
Expenses.....	2,472	2,513	2,511
Surplus/Deficit.....	\$372	\$19	\$179

OSMB CUSTOMER PROFILE (4/95-3/96)



30 ADMINISTRATION**30.10 EXECUTIVE OFFICE****SERVICES**

The Executive Office provides seven distinct services to the Department. Administration is responsible for the business management functions of the Department. The Audits Section performs comprehensive internal and external audit functions. The Equal Employment Opportunity Unit provides training, development and advice to the Department on upward mobility and equal opportunity issues and a discrimination-free work environment. The

Program Research and Evaluation Section is responsible for performing pilot and consulting projects with the goal of improving the efficiency and effectiveness of the entire Department. The Legislation Unit handles all facets of the legislative process in relation to the Department. The Information Technology Unit is responsible for providing technology leadership ensuring technology planning aligns with Department-wide goals and objectives.

PROGRAM SUPPORT	1995-96	1996-97	1997-98	1995-96	1996-97	1997-98
Program Support.....	48.4	55.7	55.7	\$4,468	\$6,814	\$5,939
(Administration).....	(16.5)	(19.3)	(19.3)	(2,135)	(1,889)	(1,792)
(Audits).....	(13.8)	(13.4)	(13.4)	(967)	(1,151)	(1,170)
(Equal Employment Opportunity).....	(4.9)	(4.7)	(4.7)	(284)	(353)	(367)
(Legislative Unit).....	(7.2)	(7.6)	(7.6)	(518)	(640)	(660)
(Program Research & Eval).....	(5.5)	(5.7)	(5.7)	(380)	(539)	(488)
(Information Tech Unit).....	(0.5)	(5.0)	(5.0)	(184)	(2,242)	(1,462)
0666 Service Revolving Fund.....				4,459	6,814	5,939
Distributed Administration/Intrafund.....				9	-	-

SERVICE REVOLVING FUND COST RECOVERY PLAN

Sales.....	\$3,904	\$6,814	\$ 5,939
Expenses.....	4,463	6,814	5,939
Surplus/Deficit.....	(\$559)	-	-

30.20 OFFICE OF HUMAN RESOURCES**VISION**

A commitment to exceed our customers' expectations for quality human resource services

MISSION

To establish the Office of Human Resources (OHR) as a client advocate providing quality full service human resources

SERVICES

The OHR provides staff and support to all DGS offices and client agencies, in the following areas: personnel management, testing, labor relations, workers' compensation and return-to-work, training, employee assistance and the merit award program.

PROGRAM SUPPORT	1995-96	1996-97	1997-98	1995-96	1996-97	1997-98
Program Support.....	72.0	73.6	73.6	\$ 5,117	\$ 5,175	\$ 5,047
(Personnel Services).....	(69.4)	(71.6)	(71.6)	(4,988)	(5,030)	(4,901)
(Contract Personnel Services).....	(2.6)	(2.0)	(2.0)	(129)	(145)	(146)
0666 Service Revolving Fund.....				5,117	5,190	5,047

SERVICE REVOLVING FUND COST RECOVERY PLAN

Sales.....	\$ 4,985	\$ 5,190	\$ 5,062
Expenses.....	\$ 5,133	\$ 5,190	\$ 5,062
Surplus/Deficit.....	\$ (148)	-	-

OHR CUSTOMER PROFILE (4/95-3/96)

30 ADMINISTRATION

30.24 OFFICE OF FISCAL SERVICES

VISION

A commitment to exceed our customers' expectations for quality financial services

MISSION

Contribute to the cost effectiveness of the services provided to California's taxpayers by supplying our customers with value added financial services that strengthens their overall competitiveness in the marketplace

SERVICES

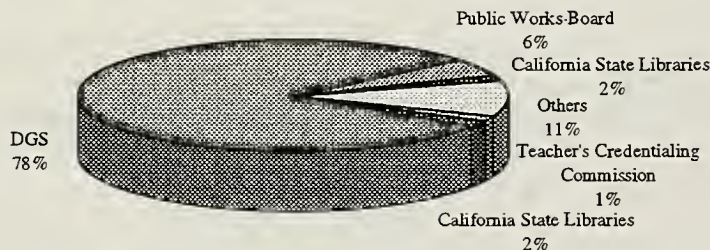
The Office of Fiscal Services (OFS) is comprised of four main sections: The Budget and Planning Section (B&PS); the Contract Fiscal Services Section (CFS); the Service Revolving Fund (SRF) Fiscal Services Section; and the Special Accounting Section. The B&PS provides centralized budgeting services for the Department of General Services (DGS). The CFS is responsible for providing budgeting and/or accounting services to other state agencies, boards and commissions on a reimbursable basis. Accounting services includes general ledger accounting, payments, billings, office revolving fund accounting, bond accounting, and the preparation of monthly, quarterly and annual financial statements. The SRF Fiscal Services Section is responsible for providing full accounting services to all DGS offices except the Office of State Printing. This responsibility includes the cashiering function, the payment of invoices, the preparation of billings, the collection of revenues, general ledger accounting and the preparation of monthly, quarterly, and annual financial statements. The Special Accounting Section is responsible for providing information technology support to OFS, providing full accounting services to the Office of State Printing, and maintaining the accounting and financial records for all projects funded from the Architecture Revolving Fund and managed by the Division of the State Architect, the Office of Project Development and Management, the Office of Real Estate and Design Services, and the Office of Building and Grounds.

PROGRAM SUPPORT	1995-96	1996-97	1997-98	1995-96	1996-97	1997-98
Program Support.....	125.4	127.9	125.9	\$8,137	\$8,842	\$8,873
(Budget and Planning).....	(11.4)	(14.2)	(14.3)	(828)	(1,074)	(1,118)
(SRF Fiscal Services).....	(53.9)	(55.2)	(54.6)	(3,189)	(4,016)	(4,055)
(Contract Fiscal Services).....	(31.6)	(29.6)	(28.1)	(1,896)	(1,915)	(1,886)
(Special Accounting).....	(28.5)	(28.9)	(28.9)	(2,224)	(1,837)	(1,814)
0666 Service Revolving Fund.....				5,263	6,445	6,476
Distributed Administration/Intrafund.....				2,874	2,397	2,397

SERVICE REVOLVING FUND COST RECOVERY PLAN

Sales.....	\$8,276	\$8,482	\$8,761
Expenses.....	8,283	9,008	9,070
Surplus/Deficit.....	(\$7)	(\$526)	(\$309)

OFS CUSTOMER PROFILE - DGS (1996/97)



3340 CALIFORNIA CONSERVATION CORPS

The CCC provides meaningful work and educational opportunities to assist young men and women in becoming more employable, while protecting and enhancing California's environment, human resources and communities. As a performance-based budgeting department, these two goals are associated with specific outcomes which are monitored through a variety of performance measures. The CCC performs over three million hours of conservation work each year.

Authority

Public Resources Code Section 14000.

SUMMARY OF PROGRAM REQUIREMENTS

	1995-96 PYs	1996-97 PYs	1997-98 PYs	1995-96	1996-97	1997-98
Combined Departmental Goals.....	-	-	-	-	-	-
Administration.....	-	-	-	(-)	(-)	(-)
Distributed Administration.....	(-)	(-)	(-)	(-)	(-)	(-)
TOTALS, PROGRAMS	-	-	-	-	-	-
0001 General Fund.....				(-)	-	-
0235 Public Resources Account, Cigarette and Tobacco Products Surtax Fund.....				-	-	-
0465 Energy Resources Programs Account, General Fund.....				-	-	-
0853 Petroleum Violation Escrow Account.....				-	-	-
0890 Federal Trust Funds.....				-	-	-
0844 Collins-Dugan Fund.....				-	-	-
0955 Collins-Dugan Reimbursement Account.....				-	-	-

PERFORMANCE MEASURE DETAIL

(Replaces Program Budget Detail)

One goal of the CCC is to help young men and women become more employable, environmentally aware, and develop a strong sense of civic and personal responsibility. The other goal is to meet important environmental, community, and human needs, and to provide emergency response and disaster assistance.

Major Budget Adjustments & Expected Outcomes for 19XX:
Major Budget Adjustments & Expected Outcomes for 19XX:

State Mission - State Operations:	1995-96	1996-97	1997-98
0001 General Fund.....	-	-	-
0235 Public Resources Account, Cigarette and Tobacco Products Surtax Fund.....	-	-	-
0465 Energy Resources Programs Account, General Fund.....	-	-	-
0853 Petroleum Violation Escrow Account.....	-	-	-
0890 Federal Trust Funds.....	-	-	-
0844 Collins-Dugan Fund.....	-	-	-
0955 Collins-Dugan Reimbursement Account.....	-	-	-
Totals, State Operations	-	-	-
GOAL 1 - Employable, responsible youth			
State Operations:	1995-96	1996-97	1997-98
0001 General Fund.....	-	-	-
0235 Public Resources Account, Cigarette and Tobacco Products Surtax Fund.....	-	-	-
0465 Energy Resources Programs Account, General Fund.....	-	-	-
0853 Petroleum Violation Escrow Account.....	-	-	-
0890 Federal Trust Funds.....	-	-	-
0844 Collins-Dugan Fund.....	-	-	-
0955 Collins-Dugan Reimbursement Account.....	-	-	-
Outcome 1 - Corpsmembers with improved workplace competencies and job search skills.....	-	-	-
Outcome 2 - Corpsmembers who are environmentally aware and have a strong sense of civic responsibility.....	-	-	-
Outcome 3 - Corpsmembers with improved literacy.....	-	-	-
Outcome 4 - Healthy corpsmembers with essential life skills and a strong sense of personal responsibility.....	-	-	-
Outcome 5 - Increased CCC program and operational efficiency.....	-	-	-

3340 CALIFORNIA CONSERVATION CORPS - Continued

	1995-96	1996-97	1997-98
GOAL 2 - Meeting environmental, human and emergency needs	-	-	-
State Operations:			
0001 General Fund.....	-	-	-
0235 Public Resources Account, Cigarette and Tobacco Products Surtax Fund.....	-	-	-
0465 Energy Resources Programs Account, General Fund.....	-	-	-
0853 Petroleum Violation Escrow Account.....	-	-	-
0890 Federal Trust Funds.....	-	-	-
0844 Collins-Dugan Fund.....	-	-	-
0955 Collins-Dugan Reimbursement Account.....	-	-	-
Outcome 5 - Increased CCC program and operational efficiency.....	-	-	-
Outcome 6 - Increased disaster and emergency response, preparedness, mitigation and hazard reduction.....	-	-	-
Outcome 7 - Increased impact on California's communities and unmet human needs.....	-	-	-
TOTALS, EXPENDITURES (State Operations).....	-	-	-

RECONCILIATION WITH APPROPRIATIONS

	1995-96	1996-97	1997-98
1 STATE OPERATIONS			
101 GENERAL FUND			
APPROPRIATIONS			
101 Budget Act appropriation.....	-	-	-
Totals Available.....	-	-	-
Unexpected balance, estimated savings.....	-	-	-
TOTALS, EXPENDITURES.....	-	-	-
0235 Public Resources Account, Cigarette and Tobacco Products Surtax Fund			
APPROPRIATIONS			
001 Budget Act appropriation.....	-	-	-
TOTALS, EXPENDITURES.....	-	-	-
0465 Energy Resources Programs Account, General Fund			
APPROPRIATIONS			
001 Budget Act appropriation.....	-	-	-
TOTALS, EXPENDITURES.....	-	-	-
0853 Petroleum Violation Escrow Account			
APPROPRIATIONS			
001 Budget Act appropriation Chapter 980, Statutes of 1995.....	-	-	-
Prior year balances available Chapter 980, Statutes of 1995.....	-	-	-
Balance available in subsequent years.....	-	-	-
TOTALS, EXPENDITURES.....	-	-	-
0890 Federal Trust Fund			
APPROPRIATIONS			
001 Budget Act appropriation.....	-	-	-
Totals Available.....	-	-	-
Unexpended balance, estimated savings.....	-	-	-
TOTALS, EXPENDITURES.....	-	-	-
0844 Collins-Dugan Fund			
Public Resources Code 14312 (Ch 894/93 Sec. 8).....	-	-	-
TOTALS, EXPENDITURES.....	-	-	-
0955 Collins-Dugan Reimbursement Account			
Public Resources Code 14312.....	-	-	-
(Ch 894/93 Sec. 8).....	-	-	-
TOTALS, EXPENDITURES.....	-	-	-
28 TOTALS, EXPENDITURES, ALL FUND SOURCES (State Operations).....	-	-	-

3790 DEPARTMENT OF PARKS AND RECREATION

The mission of the California Department of Parks and Recreation is to provide for the health, inspiration, and education of the people of California by helping to preserve the state's extraordinary biological diversity, protecting its most valued natural and cultural resources, and creating opportunities for high quality outdoor recreation.

It is in support of this mission, that the department has entered into a pilot with the California State Legislature to structure its budget under the principles of Performance Based Budgeting, as defined in Chapter 641, Statutes of 1993, the Performance and Results Act of 1993.

Performance Based Budgeting is a system of budgeting that links inputs, resources consumed by the system, and outputs, the volume of work produced, to outcomes, the extent that results have been achieved relative to customer or program objectives. Traditionally, the department's budget focused on the dollars received for salaries and wages, operating expenses and equipment, but gave little data on the results or outcomes from the funds expended. With defined outcomes and outcome measures, the department is able to make more informed decisions which reflect the needs of the public and the best stewardship of its resources.

The department organizes itself around five core responsibilities with associated desired outcomes:

Core Responsibility	Outcome
1. Resource Protection	1.1 Ecosystems and constituent elements are in a desired condition 1.2 Significant cultural sites, features, and structures are protected and preserved
2. Education/Interpretation	2.1 Public understands the significance and value of the state's natural and cultural resources through education, interpretation and leadership
3. Facilities	3.1 Provide and maintain an infrastructure
4. Public Safety	4.1 A safe environment within State Parks
5. Recreation	5.1 Improved quality of life in California through the provision of diverse, high quality recreation experiences and opportunities

In order to assess the department's successful delivery of the above desired outcomes, the department has developed and implemented a series of outcome measures. These measures, barometers of the desired outcomes, are derived from careful evaluation of the activities associated with each outcome, and assessment of those components which are considered essential to achieving the outcome. For example, for core program area Education / Interpretation, measures were established to determine the total participation of the public in educational and interpretive programs as well as measures to assess the quality of programs. Each fiscal year, the department establishes specific targets which represent incremental progress in its accomplishment of the desired outcomes. Expenditures are tracked to the outcome level to achieve the total cost of the outcome. Analysis of the degree of achievement based upon the data from outcome measures is then compared to the cost of the outcome, giving stakeholders valuable information, and providing managers with an effective tool to make sound fiscal decisions.

Summary of Outcome Requirements

(in thousands)

1995-96	1996-97	1997-98
-	-	\$186,018

Core Responsibility

Resource Protection

1995-96	1996-97	1997-98
-	-	\$25,112

Outcome - Natural Resource Protection

Ecosystems and constituent elements are in a desired condition.

Principle

California State Parks are stewards to some of the most pristine ecosystems in the world. With the role of stewardship is the responsibility to preserve and protect these natural treasures in their most preferred state. "Constituent elements" include: components which are the kinds and numbers of organisms and physical attributes (the pieces that make up the ecosystem); structures which refer to the spatial distribution or pattern of these pieces; and processes which are the way energy and nutrients flow or cycle through time and space. "Desired condition" refers to the preferred condition of a resource as determined through a thoughtful evaluation of current and probable pristine condition and analysis of specific department goals and objectives.

Outcome Measures

- 1.1A Rating of health and maintenance of environmental complexes in units of the State Park System
The department will develop a rating system or index (Environmental Condition Index) that relies on the evaluation of several key environmental indicators to assess the condition of an ecosystem, and will rate candidate units using the index.
- 1.1B Acres in California State Parks where natural processes and constituent elements are restored
Current land management science has determined that fire is a necessary element in the natural ecological process. Burn project data reflects the number of acres burned.
Acres burned is used as the baseline measure for future outcome measurement.
Exotic plant intrusion into state park lands is an ongoing problem in natural resource management. Plant species data is being established to track the most successful methods of control and cost benefit ratios established to focus maximum impact with available funds.
- 1.1C Long-term trends of the presence of flora and fauna in the State Park System through observation data
Each park district will assemble a database of plant and animal occurrences using information derived from direct observation, other agencies' data, historical references, etc. The data collection will be a continuous process and will be automated and made available to other districts and agencies.
- 1.1D Number of acres with approved inventory and planning tools
The department will first establish a baseline of acres in the park system which are covered under formal natural resource planning and inventory documents. From this baseline, the department will track acres covered over time.
- 1.1E Maintenance of soil erosion standards and the protection of wildlife habitat on 450 miles of motorized recreation trails
The department uses the standards contained in the "Soil Conservation Guidelines/Standards for Off-Highway Vehicle Recreation Management." The standards provide a measure for soil erosion that will be used as a baseline for future improvement.

Outcome - Cultural Resource Protection

Significant cultural sites, features, structures and collections are protected and preserved.

Principle

California State Parks are host to some of the most significant historic, cultural and archeological sites and structures in California. Preserving and protecting these priceless cultural assets is a cornerstone of the department's mission.

Outcome Measures

- 1.2A Number of object records and updates
Museum objects are documented in the department's automated registration system. In each fiscal year, a portion of the collection is targeted for cataloging, scanning and documentation.
- 1.2B Degree of compliance to DPR Standards on the Museum Collections Facility Index
The department is developing a standard by which to assess its museum collections, and will measure the standard over time using an index to determine the compliance level of its units.
- 1.2C Percentage of known historic structures and archeological sites that are stabilized and protected
The department will develop two new assessment instruments that will collect data on the condition of its historic and archeological sites.
- 1.2D Percent of cultural resources that are represented under formal inventory and planning documents
The department will establish a baseline of units in the park system which are covered under formal cultural resource planning and inventory documents. From this baseline, the department will track units covered over time.

Core Responsibility

Education/Interpretation

1995-96	1996-97	1997-98
-	-	\$20,276

Outcome

Public understands the significance and value of the state's natural and cultural resources through education, interpretation and leadership.

Principle

Education is essential to the preservation of the State Park System. Through interpretive and educational programs, the public gains appreciation and insight into California's natural and cultural riches. Through leadership and example, the department will mentor practices which will help to sustain these riches into the future.

Outcome Measures

- 2.1A Customer's perception of the quality level of interpretive programs provided to the public
The department has revised its continuous visitor survey to measure the effectiveness of its interpretive programs and has become active in the development of site specific quality assessment techniques throughout the department. Through continuous improvement techniques and constant monitoring of interpretive programs, the department will effect the overall visitor satisfaction ratings on the quality of interpretation.
- 2.1B Participant hours of interpretive programs provided to the public
A central database of total hours of interpretation by category of program was developed and implemented in 1995-96. This information serves as a baseline for the department to target directional improvements to the number of interpretive hours presented to the public.
- 2.1C Degree of congruity with education curricula for educational experiences for K-12 children
In fiscal year 1996-97, the department will develop and implement a teacher's survey to assess program congruity with the standard California school curriculum. With this information, the department will seek to develop a more comprehensive educational link to California's children.
- 2.1D Participant hours in educational programs for K-12 children
The department will measure hours of participation in its K-12 educational programs, committing to targeted outcomes in its educational programs as data becomes available from the semi-annual interpretation database.
- 2.1E Use of energy, recycling of materials and the use of recycled products
In 1995, the department began to track/analyze its use of electrical and other energy sources. Once a baseline has been established, the department will begin to target future energy reduction efforts. In 1996, the department will also develop a database to track recycling efforts, and the use of recycled products.

Core Responsibility

Facilities

1995-96	1996-97	1997-98
-	-	\$72,919

Outcome

Provide and maintain an infrastructure.

Principle

Key to the existence of its natural and cultural resources and central to the delivery of its recreational services, the development and maintenance of facilities is an essential element to the department's mission. Without attention to infrastructure, the integrity of the park system would be jeopardized as well as the state's fiscal interest in its holdings.

Outcome Measures

- 3.1A Level of visitor satisfaction with infrastructure
In 1995-96, the department revised its continuous visitor survey to reflect the visitor's satisfaction with infrastructure. This new data will be used to target improvements to the overall satisfaction rate.

RESOURCES

- 3.1B Degree of completion of identified infrastructure maintenance projects
The department's maintenance program is tracked on a central database that defines pending workload in areas such as buildings, grounds, roads, bridges, water systems, trails, etc. All completed and deferred projects are continuously tracked so that annual outcomes can be readily identified. The database allows for the prediction of outcomes (completed projects) for whatever funding level is eventually established.
- 3.1C Percent of infrastructures that are in compliance with applicable codes, regulations, and standards
While continuing the upgrading of facilities, the department will assess all facilities for their level of Americans with Disabilities Act (ADA) compliance, seismic standards and hazardous materials management guidelines and rate them in terms of work needed to establish full compliance. The rating system will enable maintenance dollars to be more efficiently directed to priority areas, and specific targets will be identified in terms of increased compliance levels.
- 3.1D Rating of surface roads on the Metropolitan Transportation Commission (MTC) Condition Index
The department inspects its roadways and tracks their condition using the MTC Condition Rating and Typical Repairs Index. This system allows the department to prioritize its projects to ensure maximum outcome for available funding.

Core Responsibility

Public Safety

1995-96	1996-97	1997-98
-	-	\$41,110

Outcome

A safe environment within State Parks.

Principle

Along with its role of resource protection, the department provides public safety services. The department deploys approximately 600 peace officers who provide law enforcement, resource patrol, and protection to the public in the form of aquatic safety, protection from wildlife, and emergency services.

Outcome Measures

- 4.1A Ratio of accidents to park visitation
In fiscal year 1994-95, the department developed and tested a data collection system that collects information on multiple factors of public safety in parks ("Public Safety Database"). In fiscal year 1996-97, data will continue to be entered and used as a basis to set targets for safety improvement in 1997-98.
- 4.1B Ratio of crimes to park visitation
In fiscal year 1994-95, the department developed and tested a data collection system that collects information on multiple factors of public safety in parks ("Public Safety Database"). In fiscal year 1996-97, data will continue to be entered and used as a basis to set targets for safety improvement in 1997-98.
- 4.1C Visitors' rating of their perception of parks as "safe zones"
The department revised its continuous visitor survey in 1996 to better reflect visitors' feeling of safety in State Parks. Implementation will begin in fiscal year 1996-97. This data will allow the department to analyze and make directional improvements to programs in order to improve the public's perception of safety.

Core Responsibility

Recreation

1995-96	1996-97	1997-98
-	-	\$26,601

Outcome

Improved quality of life in California through the provision of diverse, high quality recreation experiences and opportunities.

Principle

It is inherent in the state park mission and legislative mandate to provide recreational opportunities and experiences to the public. Additionally, surveys have consistently shown that Californians feel that outdoor recreation areas and facilities are essential to their quality of life. In some cases, recreational experiences are provided directly, such as guided nature walks or guided ski tours, while in most instances, parks provide the opportunity for visitors to self direct themselves into a wide assortment of outdoor based activities like hiking, bicycling, horseback riding, jogging, camping, and picnicking.

Outcome Measures

- 5.1A Visitors' rating of satisfaction with the quality of recreational opportunity
In 1996, the department revised its continuous visitor satisfaction survey to indicate the public's satisfaction with the quality of recreational opportunity in state parks. Implementation will begin in fiscal year 1996-97. Data will be analyzed to determine steps necessary to make directional improvements to the public's satisfaction level.
- 5.1B Degree of our response to statewide recreational needs
Every five years the department surveys the state population to accurately assess recreation trends. Survey results are used as a basis for the development of the California Outdoor Recreation Planning Program. The new focus for the department will be to develop additional measurement instruments that will accurately assess the degree that recreation needs and desires are met.
- 5.1C Participant days of appropriate special events
The department views special events in State Parks as activities held that are outside the scope of day-to-day operations. Examples of such special events include, concerts, craft fairs, athletic events, orienteering, benefits, weddings, filming agreements, and special conferences. The department is evaluating the potential for special events at a statewide level. The department will create a baseline for current participation and will focus on achieving improvements in the participation level in subsequent fiscal years.

NOTES

